

Commander's Commentary

In my last column, I explained that our command's transformation strategy involves a three-pillar approach: enhance business practices, leverage technology, and develop our workforce. As we accomplish our mission, we continue to focus on these goals.

As part of the first pillar, enhancing business practices, we briefed our A – Z processing review initiatives to various accession community stakeholders in late April. The meeting went very well. The stakeholders agreed on moving forward with 39 of our top 50 proposals. They suggested we do further research on eight, and tabled only three. This is progress. We will now take the proposals with the accession community's backing to the Office of the Under Secretary of Defense, and ask for their support.

An article that begins on page 4 explains the A - Z processing review and the initiatives begin on page 8.

In addition to improving business practices, we continue to concentrate on the second pillar – leveraging technology. Our efforts in the past months include the completion of the information technology review. We're now doing the business case analysis that will define how the command will build and resource its future technology system.

The third pillar focuses on the workforce, and it's so important I'm going to devote most of this commentary to it.

In order to respond to a constantly changing and demanding world and work environment, we must develop our workforce and make quality of life improvements. One portion of this development is training. In March, MEPS commanders and first sergeants attended the National Training Conference in St. Charles, Ill. The conference included a wide range of guest speakers from both the Department of Defense and private industry. An article that begins on page 18 covers the conference.

A few weeks ago I attended the first-ever USMEPCOM Family Symposium. One military and one spouse representative from each MEPS met in Skokie, Ill., to break ground on our command's Service Member and Family Support Program. Their mission was to determine the structure for a family support program and identify key issues of concern for the USMEPCOM workforce and its families. They made tremendous progress.

They reached consensus on eight concerns: TRICARE, child care, cost of living allowance, weight and vehicle entitlement, children's education, basic allowance for housing, relocation/house-hunting allowance prior to permanent change of station, and special duty assignment pay. The group discussed, but did not reach consensus on the issue of the need for service members to maintain special skill duty pay while assigned to USMEPCOM. An article on page 17 reviews the Family Symposium.

Currently, at Headquarters, we are in the process of hiring a civilian who will serve as the command's first SM&FSP manager.

This individual will be the hub in the program's wheel. They will build and develop a program that will work hand-in-hand with Sector and MEPS program coordinators and volunteers. Also, the program manager will take our issues and concerns to the Department of Defense, and the Army Family Action Plan Conference. We are a unique, joint command and, as such, we have distinctive concerns that must be recognized.



Col. David L. Slotwinski

We are researching the idea of providing "purple" family support training online. To do this, we will gather the best ideas and lessons learned from all the services. Also, we are looking into providing computer access and individual command e-mail addresses for MEPS family support volunteers. We will also find ways to improve and increase recognition for military families and volunteers.

The people who participated in the Family Symposium were part of something new and great for this command. They were passionately involved in discussion about key issues and resolutions. As family support coordinators and volunteers, they will be an extremely important part of the program as they share what occurred at the symposium and the issues that lie ahead. As delegates for their MEPS, they laid the foundation for future initiatives that will improve the lives of USMEPCOM personnel and their families.

In partnership with the pillars, we gave ourselves an "azimuth check" when we held a Strategic Planning Off-Site meeting at which command leaders reworked our Mission, Vision and Values. Key words in our revised Vision statement include, "customer-centered," "future-focused," and "learning organization." In line with this, we must learn from what we're doing, and continue to improve the process. The challenge for each and every one of us is to ask ourselves, "how do we make it better?" What aspect of our job can we improve upon?" "What part of the process have we not challenged?"

The new Mission, Vision and Values are included on page 47. Also, the Headquarters Public Affairs Office is producing individually sized, new Mission, Vision and Values posters for Sectors and MEPS.

As we continue to move ahead in all of these ways in the transformation of USMEPCOM, use my principal expectation as a guideline. Do what's right—right for the right reasons, right for the applicant, right for the Department of Defense and right for the American people.

A handwritten signature in black ink, appearing to read 'D. L. Slotwinski'.

DAVID L. SLOTWINSKI
Colonel, U.S. Army
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Messenger



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Command conducts

A - Z

processing review

Articles by Christine Parker
Messenger Editor

Military processing evolved over the last 225 years from the United States' need to establish and maintain a military force. Although progress has been great, there's always room for improvement. So in October 2002, the command began an A - Z processing review that will lead to sweeping improvements.

USMEPCOM processes applicants for military service according to Department of Defense regulations, but regulations become outdated over time. Changes in recruiting, training, technology, and world events create a need for transformation.

After visiting numerous MEPS following his arrival in 2002, USMEPCOM Commander, Col. David Slotwinski saw a need to take a top-to-bottom look at how the command can improve its entire process in three primary areas — processing, medical and testing.

"The commander recognized we've been doing business the same way for a very long time," Navy Capt. Shannon Hurley of USMEPCOM said. "He recognized the need to look at not just one individual area, but at the entire process.

Hurley explained that the review focused on USMEPCOM's functions, especially in areas that intersect with recruiting and training. All parts of the accession triad—recruiting, processing and training—have distinct missions, but it's the points at which USMEPCOM interacts with the other two where some of the "bumps in the road" occur.

Through a command charter, the USMEPCOM Commander and others

formed a "tiger team" to conduct the review. Over time, the tiger team included people from headquarters, sectors, MEPS, and personnel from all services' recruiting and training commands. Their original charter had a six- to 24-month time frame. However, as the team recognized many good ideas would require more implementation time, they increased the timeframe to allow for long-term ideas.

Two Headquarters officers—then newly assigned Army Col. Mark Atkins

insights, concerns and feedback on the team's work.

After having visited several MEPS, Slotwinski chose two MEPS commanders to join the team, Lt. Cmdr. Elizabeth Hostetler from San Diego and Lt. Cmdr. Christopher Harris from Buffalo.

"The commander visited their MEPS and saw they had their 'finger on the pulse' of what goes on there," Hurley said. Also, both have backgrounds that include operations research and analysis.

"What is revolutionary about the review is that it has participation from the recruiting commands as well as the training centers."

CAPT. SHANNON HURLEY
USMEPCOM Headquarters

and former USMEPCOM Inspector General, Navy Capt. Shannon Hurley headed up the team. Earlier this year, the Army diverted Atkins to Kuwait, and Hurley continued to lead the project. With two and a half years at the command and experience as the IG, Hurley knows the ins and outs of processing.

"What is revolutionary about the review is that it has participation from the recruiting commands as well as the training centers," Hurley said. Also, involvement from MEPS personnel was critically important, according to her. "They know what it's really like on the floor," she said.

At the onset of the team's work, USMEPCOM Chief of Staff, Maurice Buchanan contacted recruiting and training commands to ask for their support. He asked those commands to provide representatives who were eager to share their

The core group had 32 members, but more than 50 people were involved in some part of the team's work over time.

By bringing together all three levels of USMEPCOM and representatives from recruiting and training commands, the tiger team was able to take a complete and critical look at processing, medical and testing, and generate a list of 120 proposals. According to Hurley, the proposals could "vastly improve the way USMEPCOM as a whole does business."

San Diego MEPS Commander, Lt. Cmdr. Elizabeth Hostetler agrees that MEPS participation was integral to the team's success.

"We're the folks who implement the policies and procedures. We're the ones who look the applicants in the eye and we're the ones who deal with the unusual cases," she said.

Hostetler acknowledged the importance of the varied talent on the team. “They were strong and knew enough to stand up and say, ‘No, this won’t work at a MEPS’ or ‘Yes, this would be a fabulous idea.’”

“The operations officers are very knowledgeable individuals who brought a lot to the table. At times, ops officers look applicants in the eye even more often than MEPS commanders do,” she explained.

The tiger team began their work in early November with just command members at Headquarters. During this meeting, MEPS personnel ensured all team members understood what actually happens “on deck” at MEPS. The team began by looking at the entire process, although “it was an awfully big elephant to put our arms around,” Hurley said. The team looked at everything from mundane paperwork details to big projects.

“We spent several hours going through processing step-by-step so that everyone fully understood,” Hurley said. The team brainstormed and generated 82 proposals at this meeting.

In late November, the core group brought its proposals to San Antonio where they met with recruiting and training representatives. The team chose San Antonio because it is the home of Air Force Basic Military Training at Lackland

Air Force Base. Also, the location allowed additional people from Air Force Recruiting Service at Randolph Air Force Base to attend. This meeting concentrated on medical issues.

As the team discussed the original proposals, more arose over time. The tiger team used the tried-and-true method of brainstorming which included writing ideas on yellow sticky notes and posting them on boards. This allowed everyone to share ideas and see how each change would impact the overall processing system. Also while there, the team visited Lackland AFB and asked basic training personnel for their opinions on some of the proposals.

In December the team met in Louisville, Ky., to discuss processing issues. In Louisville, home of the U.S. Army Recruiting Command, the team brought in additional Army experts. Also while there, the team received a thorough briefing of Army basic training inprocessing.

In January, the team met at Great Lakes Naval Training Center, home of the Navy’s sole basic training site. In addition to focusing on testing issues, they toured the RTC while recruits were being processed.

In San Antonio, Louisville and while at Great Lakes NTC, the team toured local MEPS and watched applicant processing. Team members watched MEPS open, sat through their station brief, and experi-

enced each one’s unique version of processing.

Although Hostetler had been the commander of San Diego MEPS for 18 months at the onset of the team’s work, she hadn’t been in another MEPS for more than 15 years. She found the visits to other MEPS worthwhile.

“Getting to see how other MEPS process applicants was amazing,” she said. “We knew the policies already, but we were able to look at the small details of processing at other MEPS. All of us were able to pick up new ideas.”

This “larger view” of processing contributed to the team’s work.

Also, local recruiters in all three areas visited the team to give their input. The team brought in panels of seven to 10 recruiters and asked them, if they were king for a day, what would they change about military processing. They asked recruiters, “what does USMEPCOM do that makes your job more difficult?” and “what do you think could be improved?”

After their discussions with recruiters, Hurley was most surprised that they were so strongly interested in standardization (for explanation of standardization, see article below). “To me, strict standardization removes some flexibility,” she said. “We specifically asked the recruiters, ‘even if it’s tougher for you in some MEPS than others, is this what you want?’ and



Standardization: a simple definition

During the tiger team’s meetings, the issue of “standardization” arose repeatedly.

Standardized military processing would offer recruiters a standard set of processing basics at every MEPS. This could be especially helpful for recruiters whose areas require them to bring applicants to more than one MEPS.

However, Capt. Shannon Hurley suggests caution when discussing standardization in processing.

“You have to be careful in defining standardization,” she said. “You can’t standardize everything by giving it the lowest common denominator.”

She explains this with an example: if one MEPS — for whatever reason—can only handle two walk-ins a day, the command could standardize a walk-in policy and say “only two per day.” But what about the MEPS that can handle 15 walk-ins per day?”

“You don’t want to standardize at the lowest level of service,” Hurley said. “You want to standardize consistency of service and outcome. You want the applicant to receive the same level of service with the same expectation or results at each MEPS.”

A real-life example explains standardization. Most Americans know what to expect when they walk into any McDonald’s, anywhere. There are some differences—a McDonald’s in Hawaii might have rice on the breakfast menu, and one in Wisconsin might have brats on its menu. Generally, however, there are some menu “anchors.”

However, there’s a difference between a McDonald’s and a “mom and pop” diner. If you’re in an unfamiliar town and you have to choose between the two, you basically know what you’re going to get at the McDonald’s. However, you don’t know much about the diner—it could be excellent or it could be poor. Simply, you can count on a “consistency of service” at McDonald’s.

During the tiger team’s meetings, standardization was a common topic. Some of the areas included standardization in MEPS walk-in policy, extended hours support policy, applicant projection time frames, data exchange, same-day processing, etc.

Hurley included these and more proposals under the umbrella of “Standardize MEPS services,” an internal processing proposal (see page 9). Data analysis and further research will determine if standardization is possible in these areas.

they consistently said ‘yes.’ This surprised me,” she said.

Throughout their meetings, the team focused on the goal of integrated, streamlined, seamless accession processing. They used these words to explain an accession community that works together for the benefit of all.

Since the team was looking within and outside of USMEPCOM’s mission, some of the 120 proposals are within the command’s purview and others extend past it. Therefore, USMEPCOM needs the help of the accession community to bring about many of the changes.

“The goal of a seamless military accession process is an applicant who doesn’t notice he’s passing through different systems. The entire process should be smooth, and seamless,” Hurley said.

“Applicants don’t see a line drawn between us and recruiting and training. As far as they’re concerned, the personnel at MEPS are recruiters. They don’t understand that a liaison works for a recruiting command rather than the MEPS. They see a uniform—they see that we are all work-

ing for the military,” Hurley said. “It makes sense.”

After the team’s final meetings, representatives briefed the USMEPCOM commander on the proposals. Following this, and with his support, Buchanan and Hurley “went on the road” to brief the top 50 proposals to recruiting command and training center personnel.

Next, the team held an Accession Community Flag Officers Stakeholders Meeting in Chicago on April 29 to discuss the team’s proposals. The guest list included Dr. Curt Gilroy, Director of Accession Policy, Office of the Under Secretary of Defense; Dr. Jane Arabian, Assistant Director, Enlistment Standards Policy, OUSD; Lt. Gen. Dennis Cavin, Commander, U.S. Army Accessions Command; Brig. Gen. Leslie Fuller, Deputy Commanding General (East), U.S. Army Recruiting Command; Brig. Gen. Edward Rice Jr., Commander, Air Force Recruit-

ing Service; Thomas Fisher, Deputy Director of Personnel Management, HQ, U.S. Coast Guard; and others in the accession community.

Based on all the attendees having a working knowledge of the team’s proposals, “the meeting went like clockwork,” Hurley said. “We didn’t have to discuss the issues—everyone knew the issues—so it was just a question of ‘yes, we go forward,’ or ‘look into this further.’”

The “stakeholders” agreed on 39 of the top 50 proposals, suggested more research for eight, and tabled only three. Also, they suggested the command pursue an additional two proposals the team rated “C” (see Methodology article below).

Now that the stakeholders have agreed on these 39 proposals (which begin on page 9), USMEPCOM can take them to the Office of the Under Secretary of Defense and, based on the support of the entire accession triad, ask for OUSD’s sup-

A-Z Tiger Team Members

MEPS

Phil Catron, San Diego MEPS
Fred Chucci, Phoenix MEPS
Lt. Sharon Graham, Fort Jackson MEPS
Capt. Rick Harney, Denver MEPS
Lt. Cmdr. Chris Harris, Buffalo MEPS
Lt. Cmdr. Beth Hostetler, San Diego MEPS
Margaret Leavitt, Indianapolis MEPS
Senior Chief Petty Officer Wayne Smith, Columbus MEPS

Sector

Master Sgt. Robert Clayton, Medical

Headquarters

Bill Armstrong, Information Technology
Col. Mark Atkins
Dr. Kathleen Dallen, Medical
Lt. Col. Laurin Devine, National Guard Advisor
Richard Harris, Resource Management
Capt. Shannon Hurley
Candace Laing, Program Analysis and Evaluation
Dale Ostrowski, Operations

Methodology

Although the A - Z processing review tiger team used free-flow brainstorming to come up with 120 ideas, they used a methodology to pare down the larger list from 120 to 50.

To do this, first the team broke into smaller groups and discussed an individual proposal’s pros and cons. Then the group decided if the proposal deserved further study and shared their observations with the larger team. Next each member of the group would rate the proposal on a matrix.

In some cases, the small groups would think the proposal was a winner, but the complete team saw things differently—or vice versa.

“The team as a whole had more knowledge than the small groups,” Capt. Shannon Hurley explained.

The big picture perspective ensured the team as a whole took a critical look at proposals.

“All of us were key. We had a lot of key information that was vital to getting a good product,” Lt. Cmdr. Elizabeth Hostetler said.

As team leader, Hurley asked members to vote on their top 7 to 10 items, and then she added the votes. About 5

to 7 highly rated proposals surfaced for the three areas—processing, medical, and testing. Hurley assigned those ideas an “A.”

The ideas that were close to the “A” category, but didn’t quite make it received a “B.” Next there were proposals that almost the entire team thought should be accomplished. She rated those a “B” also.

If half the team thought a proposal warranted further research, she rated it “C.” If less than half the team liked the proposal, it received a “D.” If four or fewer people thought a proposal should be pursued, it received an “F.”

“Anytime a group brainstorms, you’re going to come up with some ideas that aren’t worthwhile to explore.”

After the team determined the top 50 proposals, Hurley resorted the ideas into one of two categories—internal or external. The internal proposals are within USMEPCOM’s jurisdiction. The external proposals intersect with recruiting or training. There were 24 internal and 26 external proposals.

Currently the command is focusing on the top 50 “A” and “B” proposals and discussing a few “C” items.



At the Accession Community Flag Officers Stakeholders Meeting in Chicago, U.S. Army Recruiting Command Deputy Commanding General (East), Brig. Gen. Leslie Fuller (left) makes a point with Navy Recruiting Command Recruiting Operations Officer, Capt. Mary McAdams (center) and USMEPCOM Operations Director, Capt. Judith Ackerson. The meeting included representatives from the Office of the Under Secretary of Defense, U.S. Army Accessions Command and the services' recruiting commands.

port. Also, with the stakeholders support, the command will continue to study 10 additional proposals.

The best part of the process, according to Hostetler, was the free-flow of ideas. "I felt like all of our ideas and the ideas that all the MEPS commanders had kicked around were finally getting listened to," she said.

"The team looked at all of our ideas—the good, the bad, the useless. No one ever said any of our ideas were ludicrous. All were looked at, respected," she said.

"All of us had good ideas that we weren't able to get up the chain of command," before this. "We were absolutely thrilled that we were asked for our input and ideas and that we got the chance to see them implemented.

"The fact that we absolutely knew our ideas made it all the way to the commander—that they weren't getting stifled, or stopped—that was the best part."

Success stories so far, and study for more in the future ...

Blue vs. Blue-Black Ink

One example of the team's success so far is the question of blue vs. black ink. At one of the first tiger team meetings, someone raised the question, "Why do recruiters have to obtain parents' signature in black or blue-black ink?"

When an applicant's parents signed an authorization for their child to enlist with something other than black or blue-black ink, the recruiter would have to return to the parent to get a signature in black ink. The MEPS would have to reproduce the form and the recruiter would spend his time and resources obtaining another signature. It was a minor, day-to-day irritant for the people who had to carry out the work, but it didn't get the attention of people who could "change" the process.

As soon as the tiger team brought this issue to the attention of the USMEPCOM Operations Directorate, they began to uncover the reasons for this requirement. They found out DOD

regulations governed this and, after days spent on the phone, Maj. Katherine Murphy of Operations determined the regulation required black or blue-black ink because, at the time, copiers couldn't read blue ink.

The good news is that USMEPCOM has eliminated the requirement for black or blue-black ink signatures. (See Internal Processing Proposals, page 9)

Tech Checks

Another recent change involves technical checks. The team looked at how the Office of Personnel Management sends background checks for Navy and Air Force nuclear specialists. Until now, OPM sent them to the MEPS and the staff printed, sorted and handcarried them to the appropriate liaisons. Now OPM is sending the checks directly to the liaisons' printers.

"It's a small timesaver, but small actions add up," Hurley said. (See Internal Processing Proposals, page 9)

DLAB CDs

The team made some observations about Defense Language Aptitude Battery—DLAB—administration as well. For many years, USMEPCOM has used cassette tapes to administer the DLAB. CDs are available now. The team brought this to light, and now the command is looking at the cost of obtaining DLAB CDs and equipment for testing personnel. (See Internal Testing Proposals, page 12).

Medical Consultations

The team discussed medical consultations in depth. For example, a recruiter and applicant may travel hours to a MEPS, and, based on the applicant having broken a bone, the MEPS medical personnel set up a consultation. The applicant then returns home. The recruiter and the applicant drive hours back to the MEPS area for the consultation there. The question emerges—if a person lives a long distance from the



Success stories ... continued

MEPS, why can't they visit a doctor in their hometown?

"We're in San Diego, but we have applicants coming in from Las Vegas," Lt. Cmdr. Elizabeth Hostetler, San Diego MEPS commander said. "If an applicant needs a consult and we can't arrange it for the same day, we either have to put that applicant back on a plane and send him home or put him in a hotel for days.

"If the applicant could get the consult at home or close to his home, there would be a significant cost savings," for that applicant.

Although allowing consults in an applicant's hometown seems like a simple change, the command needs to analyze more data to make the correct decision. For instance, would a hometown doctor's charge for the consult be greater than the charge from a doctor who does many consults for the MEPS on a regular basis? Are there enough of these cases to justify such a change?

According to Hurley, this is an example of a proposal that could have trade-offs. (See External Medical Proposals, page 14)

Packet Quality Control

Another example is shipper packet quality control. Problems, like incomplete or disorganized shipper packets occur. In order to understand the extent of the problem, the command must understand the ins and outs of the errors. For instance, what's usually missing? Where does this occur? How often? More data analysis is necessary to determine this.

"In order to make a good decision, you have to know whether it's a valid complaint," Hurley said. "Anytime you gather a group of people, individuals are going to bring up individual instances. The question becomes, is it an anomaly or is it a system problem? You don't change the system because of an anomaly."

According to Hurley, the command needs more data analysis in order to make these types of decisions. Some of the analysis will take place in USMEPCOM and some needs to come from recruiting and training. (See Internal Processing Proposals, page 9)

Processing Sequence

Until now, if the 16th applicant arrived at a MEPS that can administer the ASVAB to 15, the 16th applicant would have to wait until another applicant finished the ASVAB. The team raised the question, "why can't the applicant—in this type of situation—get his physical before taking the ASVAB?" The team suggested leaving this type of change in processing sequence up to the MEPS commander to decide (see Internal Processing Proposals, page 12).

Internal processing proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Change staffing model	MEPS is staffed at the same level throughout entire month	Change staffing model to bring in people during high volume times	Matches workforce to workload to provide better service to the applicant; improves quality of life for MEPS personnel and enables more red carpet treatment of applicant
Prohibit flooring an applicant still waiting for a waiver	All applicants may be projected and checked in even if waiting for a waiver; they are not allowed to process until waiver is received	Require waiver to be in hand for already "physicalled" applicants. Allow late arrival when waiver is received	Enhances red carpet treatment of applicant
Ensure receipt of tech check results	The Army requires its applicants to have a completed tech check indicating he/she has no civilian police record prior to shipping	Determine the scope and root cause of non-receipt and establish a process action team as needed to develop a solution	Ensures recruits can ship as scheduled

Internal processing proposals

Current Proposal Benefit

<p>Standardize MEPS services</p>	<p>Each MEPS sets its own policies on extended hours support, same day processing, walk-ons, night testing, open/closing times, etc.</p>	<p>Determine where standardization is feasible and effective</p>	<p>Improves the consistency of customer service benefiting the recruiter</p>
<p>Enhance quality control for shipper packets</p>	<p>Applicant packets often have missing/extra documents and other errors</p>	<p>Determine the cause of the errors and conduct training as necessary</p>	<p>Less duplication of work for MEPS personnel; smoother processing for applicants</p>
<p>MEPS to MEPS transfer of packets</p>	<p>Upon request for a packet, a MEPS is to put it in the U.S. postal service mail “expeditiously”—normally considered 3 working days; packets may be mailed third class</p>	<p>Change current policy and delivery methods to expedite the process</p>	<p>Applicants will be processed faster</p>
<p>Black vs. blue ink <i>Status: Completed effective 2 December 2003</i></p>	<p>Per Department of Defense Instruction 1304.2 dated 14 Mar 1975, only black and blue-black ink is allowed on most DD Forms</p>	<p>Allow use of black, blue-black and blue ink</p>	<p>Reduced applicant wait time to process benefiting the recruiter and applicant</p>
<p>Challenge full, legible signature requirement on all forms</p>	<p>Full, legible signatures are required on all forms</p>	<p>Eliminate “full, legible” signature requirement for applicants; instead, require “legal” signature</p>	<p>Time savings for applicants and recruiters</p>
<p>Automatically distribute tech check sheets <i>Status: Effective April 1, 2003, tech checks from OPM (Air Force and Navy nukes) are printed in the liaisons’ offices</i></p>	<p>Tech checks for all applicants except those going into the Air Force and the Navy nuclear program come in a separate e-mail from the Defense Security Service. Tech checks of those going into the Air Force and Navy nuclear programs come from OPM and are printed on a MEPS default printer</p>	<p>Reprogram e-mail and default printers to automatically forward results to appropriate liaison</p>	<p>Saved time for MEPS personnel</p>
<p>Responsibility and accountability of applicants</p>	<p>Recruiters are responsible but USMEPCOM is accountable for the applicants</p>	<p>Develop MOU between USMEPCOM and the recruiting services</p>	<p>Improved accountability for the safety of applicants</p>

Internal processing proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Metal detectors/scanners at MEPS entry <i>Status: DRF money has been received and will be used to complete security upgrades</i>	Although all MEPS are authorized hand held scanners, not all have purchased them. Personnel entering the 18 MEPS located in federal building go through a metal detector and their baggage goes through x-ray equipment, but not at other MEPS	Review security procedures for each MEPS and provide appropriate equipment, personnel and training	Saves time and enhances security
Set best transportation practice	Little guidance from HQ when MEPS are establishing contracts to transport applicants between the hotel and the MEPS, to consultants, and to the airport, leading to inconsistent and possibly expensive processes	Establish HQ staff proponent. Canvass field for best practices. Verify legality and costs. Develop recommendations. Balance between cost effectiveness and applicant wait times	Elimination of non-optimal contracts in the field, benefiting the applicant and USMEPCOM
Training base closure notification	Training bases sometimes close without notifying USMEPCOM	Request training installations adjust their SOPs to include notification to HQs USMEPCOM of base closure	Improved applicant safety; prevention of bad first impression benefiting applicant and training center

Internal medical proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Network MEPS medical devices to send applicant results directly into the accession database	Even though some MEPS medical equipment have ports that support electronic transmission of results, medical data is handwritten onto medical records and keystroked into MIRS. Example: Audiometers have RS232 ports, however there is no link to MIRS so audiostrips are printed, transcribed by hand onto the DD 2808 Report of Medical Examination, and later keystroked into MIRS.	Establish electronic network to transmit medical results from MEPS medical devices directly into MIRS	Reduced medical processing time and reduce transportation errors, benefiting the applicant, recruiting, and USMEPCOM.

Internal medical proposals

Current

Proposal

Benefit

Allow MEPS medical team web access to lab database

If DoD-certified labs are unable to transmit and/or post HIV or DAT results to MIRS for any of a variety of reasons such as an erroneous SSN entry, MEPS must query Sector to obtain results since MEPS are currently not permitted lab database access

Provide Chief Medical Officers/Medical NCOICs limited (password protected, read-only) web access to retrieve lab data

Promotes seamless processing by avoiding unnecessary delays benefiting applicants, recruiters, and USMEPCOM

Obtain funding to fully staff MEPS with profiling physician during extended hours support

Each MEPS is staffed with one GS-Chief Medical Officer, three MEPS also have a GS-Assistant CMO; additional contracted fee-basis practitioners are called in as needed based on total workload count

On EHS days, fully staff morning shift and obtain funding for additional contracted, profiling physician to cover the late shift

Faster processing due to increased examiner/applicant ratio benefit applicants and recruiters; reduced errors benefit MEPS and training centers

Validate current fee-basis practitioner point system

A formula based on projected workloads and weighted point system is used to determine the number of FBP that are authorized to work at the MEPS the next day. Example: a male and female exam (< 39 years of age) is weighted 1.0 point and 2.0 points, respectively; if projected workload falls into 21-45 point range, one additional FBP is authorized

Validate that the current fee-basis practitioner "point system" accurately captures appropriate MEPS practitioner workload. Staff accordingly

Improved red carpet treatment and more measured medical evaluations with anticipated fewer processing errors

Upgrade the "credentialing" program

Physicians who wish to become MEPS fee-basis practitioners must submit a detailed credential package for review by the MEPS CMO/Sector Surgeon/HQ Credentials Committee; credentials and privileges must be renewed every two years

Create a web-based credentials application system that would enable MEPS to electronically submit credential packets

Allows for real-time delivery, processing and tracking of packages; reduces cost of mailing packages; provides for visibility of credentialing workload; enables easy collection of data necessary for performance metrics

Internal medical proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Review/enhance USMEPCOM medical quality improvement program	Current QI processes include a Quality Review Program and Record Review that is heavily reliant on MEPS health technicians, limited quarterly fee-basis practitioner training, periodic Inspector General inspections, and Individual Training Visits	Develop a standardized QI program at every MEPS. Emphasize initial and periodic training programs, Mission Essential Qualification Standards maintenance, and peer review. Study potential need to expand MEPS medical manning requirement to incorporate additional full-time MEPS physicians and/or physician assistants/clinical nurse practitioners	Improve quality of medical processing and concurrent documentation benefiting applicants, recruiting, USMEPCOM and training center personnel

Internal testing proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Add index print to the ASVAB	Picture ID or ink and paper thumb print to test	Capture an index print of applicant at time of the test. Match print with applicant throughout MEPS processing	Eliminates ringers and ensures positive ID, benefiting training centers
Allow applicant to physical without an ASVAB score	Applicants are not allowed to physical without an ASVAB score	Allow MEPS Commander discretion to allow physicals before test is given to minimize time spent in the MEPS by an applicant	Better red carpet treatment to applicant
Eliminate shortened Student Test <i>Status: In FEB 03, the MAPWG directed the shortened test be phased out over the next two school years</i>	Available to schools that cite time constraints	Eliminate short test; at minimum, change the regulations so applicants who take the shortened test can immediately take the full ASVAB	More timely processing of applicants; no re-testing needed for students who are interested in serving
Use CDs when administering the DLAB	1970s cassette tape players used for the DLAB	Purchase the equipment needed to allow applicants to take a CD-based DLAB	More accurate assessment; ability to test more applicants benefiting the applicants and recruiters
Increase ESS staffing	Each MEPS has one ESS assigned	Develop flexible ESS staffing using contract support	Increased DoD efforts in local schools; could focus more on junior/community colleges; increased leads to services, benefiting recruiters

External processing proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Process further after disqualification	USMEPCOM regulations prohibit applicants who do not meet or have not yet met medical standards to continue processing	Allow for further processing after disqualification. Establish MIRS tracking/edits	Provides the service/waiver authority with complete information. Reduces processing time/return trips by not having to start and stop when new issues arise
Re-engineer packet process	Each service has different requirements resulting in 23 to 25 forms on the left side of the packet and between 7 and 37 service specific forms on the right side	Standardize packets across the Services to the maximum extent feasible	Less likelihood of missing/extra documents
Paperless processing	Current processing is paper intensive	Put data currently captured on various forms into electronic format	Reduced error rate, smoother processing, and reduced processing time; precursor to e-medical record and e-record
E-record	The current applicant processing system is paperwork intensive	Develop an e-record	Reduction in duplicative work
Eliminate duplicate processes at MEPS and training centers	Some procedures are performed at both the MEPS and at the training centers	Conduct top to bottom review of MEPS out-processing and training center in-processing	Optimizes training center and MEPS processing time
Update EXPECT report	EXPECT report provides initial travel info	Upgrade software to allow training centers to better track inbound recruits	More appropriate manning at reception site

External medical proposals

	<i>Current</i>	<i>Proposal</i>	<i>Benefit</i>
Modernize military entrance medical examinations	Accession medical examinations rely on old technologies	Investigate current medical device market for better technology; update current processes	Quicker applicant processing, more accurate and objective results
Establish electronic medical record	Accession medical processing is paper-based; limited medical data is keystroked into the accession database	Develop complete accession EMR Determine feasibility of MIRS feed into the DoD's Composite Health Care System 2	Reduces duplication of work, ready access to information, decreases processing time, supports longitudinal research

External medical proposals

Current

Proposal

Benefit

Establish USMEPCOM medical informatics

Current accession database captures a very small amount of medical data with limited capability to develop and monitor best practices

Build and maintain a command-wide medical informatics system to include a look-up component with information on diseases, including diagnostic evaluations, graphical diagnostic information, accession rules, and service waiver authority's position; an expert system component which can reason effectively about complex medical problems

More efficient processing. Reduced workload for recruiting waiver authority. Improved cost efficiency and consistency in applicant evaluation. Improved data collection/validity

Establish ability to obtain consults closer to applicant's home if remote from MEPS

Sub-specialty consults are typically obtained at or near the MEPS

Establish ability to obtain consults closer to applicant's home

Possibility of reduced travel time and may reduce hotel stays

External testing proposals

Current

Proposal

Benefit

Use web-based ASVAB tests

Applicants take either a paper and pencil ASVAB in the field or a CAT-ASVAB test at the MEPS

Develop web-based tests that could be given at recruiting stations/other locations; MEPS would administer confirmation testing

Saves time, benefiting applicants and recruiters

Give the ASVAB at Army distant learning sites

MEPS and MET sites provide limited ASVAB accessibility without massive capital investment

Give the ASVAB at 500 Army distance learning sites located throughout the U.S. within 50 miles of active duty installations, reserve centers, and armories

Provides additional CAT-ASVAB test locations to applicants

Put special tests on dedicated server

All special tests are paper/pencil administered to small groups

Transfer all 10 special tests to a dedicated server

More special test options, instant scoring, test administrators could monitor several types of tests at one time, more flexibility to recruiters and applicants, MEPS would need less storage space

External testing proposals

Current

Proposal

Benefit

Use scanner and laptop at MET sites

Answers from a paper and pencil test are transferred manually to a PDA

Use a portable scanner and laptop instead of PDA at MET sites

OPM personnel, applicant and recruiter save time

Electronically report MET site scores

Tests delivered to MEPS for confirmation via overnight mail

Electronically connect MET sites to MEPS to enable the transfer of scores to the MEPS the same day

Valid score available to the recruiter in MIRS the next day, allowing projection and flooring of the applicant sooner

MEPS View

If you could fix one thing between recruiters and the MEPS to improve processing flow, what would it be and why?



**Kirby Brown,
Houston MEPS**

“The services should have the choice to challenge the chief medical officer’s decision with an outside source second opinion. There should also be a grace period for swearing ceremonies that correspond with the number of applicants on the floor that day.”



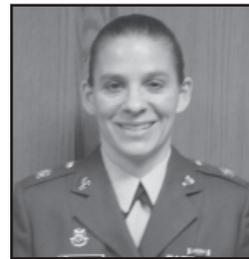
**Petty Officer 1st Class
Angela Willits,
Kansas City MEPS**

“I think the recruiters should inform their applicants what to expect while at the MEPS. Applicants should be told what to wear, how long they realistically should expect to be here, what to bring, and what medical letters to submit ahead of time. Maybe the recruiters need more training or need to show the video, “A Day at the MEPS.” Armed with more information, the process will flow smoother.”



**Staff Sgt. James
Lewis, Lansing MEPS**

“The one thing I would like to change in the applicant process is to have every new recruiter follow his or her applicant for an entire day, as well as attend the recruiter’s orientation program. This will allow the recruiter to better understand the MEPS policies and procedures and ensure applicant flow remains smooth.”



**Staff Sgt. Jamie Hines,
Louisville MEPS**

“I feel Saturday processing should be used for the original intent, and that is for kids in school. If they cannot be out of school during the week, then they come on Saturday to process. The other applicants can come during the week like they are supposed to. Also, applicants need to have *all* their paperwork *before* they come on the floor.”



**Senior Master Sgt.
Charles Yerkes,
Memphis MEPS**

“Periodically transition folks from one section to another, where feasible, to preclude that feeling of burnout experienced after doing the same job, day after day, for an entire tour. The effects would be twofold—more motivated personnel and greater flexibility in managing MEPS personnel resources.”

Buffalo improves business practices with walk-on cards, '1st MOD' cards, and computer surveys

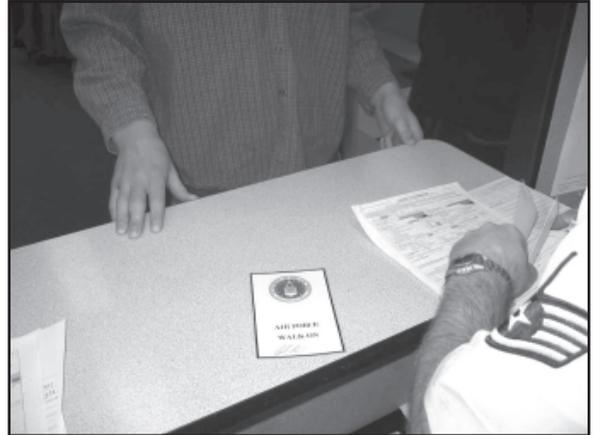
Within recent months, the Buffalo MEPS has made several changes in the way it processes applicants. Walk-on and "1st MOD" cards, as well as a computerized customer service survey are three new tools the Buffalo MEPS staff has implemented to improve business practices.

To remedy service liaison concerns reference their ability to 'walk on' applicants without projecting them in MIRS, the Buffalo MEPS Commander, Lt. Cmdr. Christopher Harris, conceived and implemented a MEPS processing innovation called the 'walk-on' card. The 'walk-on' card program is simple yet flexible: each service is given one "walk-on" card in the morning, which gives them the opportunity to bring one non-projected applicant in to process between 6 a.m. and 6:30 a.m. each day. Additionally, should a service want to bring more than one non-projected applicant in to process, they can "borrow" another services' card for that day, as long as that service is commensurate. This program has been highly successful.

Another Buffalo service liaison community concern was their inability to receive their applicants off of the medical floor in an expeditious manner consistent with the average amount of time required for an applicant to process through medical (two to three hours). To be specific, one service might receive all of their applicants for the day from medical entirely before a different service would see even

one of their applicants. To help in this area, the Buffalo MEPS now requires each service to designate at least two applicants as "1st MOD Processors" (a primary and an alternate). Each applicant must possess a 'clean' Prescreen (2807-2), and it is requested that they do not possess eyeglasses or contact lenses. The liaisons choose these applicants by annotating 1st MOD P for primary and 1st MOD A for alternate in the remarks section of the 727 when projecting. On the morning of processing they are sent to medical first with a laminated card saying 'Front Load'. Again, we have received high accolades from all of the service liaisons for this new procedure.

To aid in the current command's efforts to both improve our customer service abilities as well as unit employee morale, the Buffalo MEPS currently utilizes a computerized survey, entitled 'How Do We Rate?' Acquired from the Harrisburg MEPS earlier this year, the survey is located on a computer in our applicant lounge, next to the control desk. Applicants completing this survey are asked questions concerning everything from the cleanliness of the hotel and MEPS facilities to the friendliness of our staff. This system has been a



'Walk-on' cards allow each service to send one non-projected applicant to process between 6 a.m. and 6:30 a.m. each day. Additionally, services have the flexibility of trading cards.

Rate?' customer survey is an excellent tool to reward those MEPS personnel who go out of their way to treat our customers with dignity, respect and excellent service."

Chief Petty Officer Allen, a local Navy liaison, stated, "In my opinion, the Buffalo MEPS is forward-looking and concerned about recruiters, while constantly following strict adherence to recruiting policies. It's a hard balancing act and commendable that the Buffalo MEPS keenly prevails. New ideas are tried, some work, some don't. Especially helpful was the implementation of the walk-on card, a guaranteed walk-on for each liaison office. We trade 'em if we need to, and we get the job done."

Additionally, a Marine Corps liaison expressed her approval by saying, "the Buffalo MEPS process for front loading is excellent! Applicants who have prior commitments are able to complete the MEPS processing without having to adjust their schedule."

In conclusion, by conceiving and implementing new procedures and local policies aimed at more timely and efficient applicant service, the employees of the Buffalo MEPS have built a more cohesive, stronger relationship with our local service liaisons. The inevitable outcome of this is a joint-service military team that cares more about the success of the applicant than it does about fighting over regulations, policies, and trivia.

R i c h a r d
H y d e, "The
'How Do We



An applicant completes a computerized "How Do We Rate?" survey as part of Buffalo MEPS' efforts to improve customer service and employee morale.

Command holds its first family symposium

by Christine Parker
Messenger Editor

For the first time in USMEPCOM's history, the command held a Family Symposium for Sector and MEPS representatives in Skokie, Ill., June 9-13.

Each MEPS sent one military and one spouse representative to the symposium. The attendees' goal was clear: discuss and decide on the best structure for a Service Member & Family Support Program and identify the workforce's top personal and family concerns.

"This is an absolute first and truly a step in the right direction," said USMEPCOM Commander, Col. David Slotwinski.

Eastern Sector Commander, Col. Alan Dodson agreed, "This is the start of a continual process and we need to keep the groundswell going."

Although the SM&FSP will support all USMEPCOM personnel—military and civilian—the program naturally focuses on military-related issues. This is based on the fact that military members assigned to USMEPCOM are usually brand new to their surrounding civilian community. Based on this, they face concerns in addition to those normally faced by military members who live on military installations, or civilians accustomed to a nonmilitary community.

In most cases, military personnel new to an area do not know the locale or its resources, such as day care and school systems. They are away from military installations, assets and support systems. Also, they may be unwise about the particulars of the community or region of the country in which they now live.

Representing 67 communities, the symposium attendees passionately discussed the issues they see most at their locations. The group reached consensus on the top eight concerns: TRICARE, child care, cost of living allowance, weight and vehicle entitlement, children's education, basic allowance for housing, relocation/house-hunting allowance prior to permanent change of station, and special duty assignment pay.

The group did not set priorities for the importance of the concerns, because, according to Dodson, "They're all important." The group discussed, but did not reach consensus on the issue of the need for service members to maintain special skill duty pay while assigned to USMEPCOM.



Attendees at USMEPCOM's first Family Symposium discuss issues in a small group. The groups' goals was to identify the command's top service member and family support issues at the recent symposium.

"The fact that you had passionate discussion is key to growth," Slotwinski said. "It shows you had a level of trust and a willingness to share. That in itself speaks highly of the group and participation here."

Taking care of children, particularly in terms of day care and education, was a primary concern for attendees. They expressed concern about how the high cost and lack of suitable child care negatively impacts MEPS operations, morale, and quality of life. Specifically, they highlighted the fact that some personnel are unable to find day care that is available early or late enough for MEPS work schedules. Attendees suggested that an overall lack of affordable child care creates leadership and command challenges that detract from mission focus.

During the three main days of discussion, attendees discussed an array of issues in total group, Sector and small group forums. They discussed issues such as the command's Employee Assistance Program, family advocacy, disaster preparedness, the need for a medical/dental liaison, partnerships with other service agencies, relocation assistance, spouse orientation and welcome program, and the need to communicate about the SM&FSP via a newsletter, web page and e-mail.

Also, the attendees discussed and agreed on a proposed structure for the SM&FSP. They suggested the command SM&FSP manager report to the USMEPCOM commander and disseminate information to Sector Family Readiness Group—FROG—leaders. The FROG leaders will then pass information to MEPS, and handle issues that cannot be handled at the MEPS. The attendees suggested MEPS commanders work with their first sergeants and MEPS FROG leader to locally implement the SM&FSP in accordance with prescribed regulations and guidance.

In addition to two representatives from each MEPS, members of the tiger team that reviewed the command's service member and family support attended the conference, as well as Col. Slotwinski and his wife, Roselyn, Col. Dodson, and his wife, Christine, Western Sector Commander, Capt. Patricia Drislane, and Western Sector Command Sgt. Maj. Ralph Rusch.

The USMEPCOM Human Resources Directorate hosted the conference, since HR will soon include the soon-to-be hired manager of the SM&FSP. That individual will build USMEPCOM's new SM&FSP.



2003 National Training Conference

by Christine Parker
Messenger Editor

Commanders and first sergeants from the command's 65 MEPS attended the USMEPCOM National Training Conference March 17-21 in St. Charles, Ill.

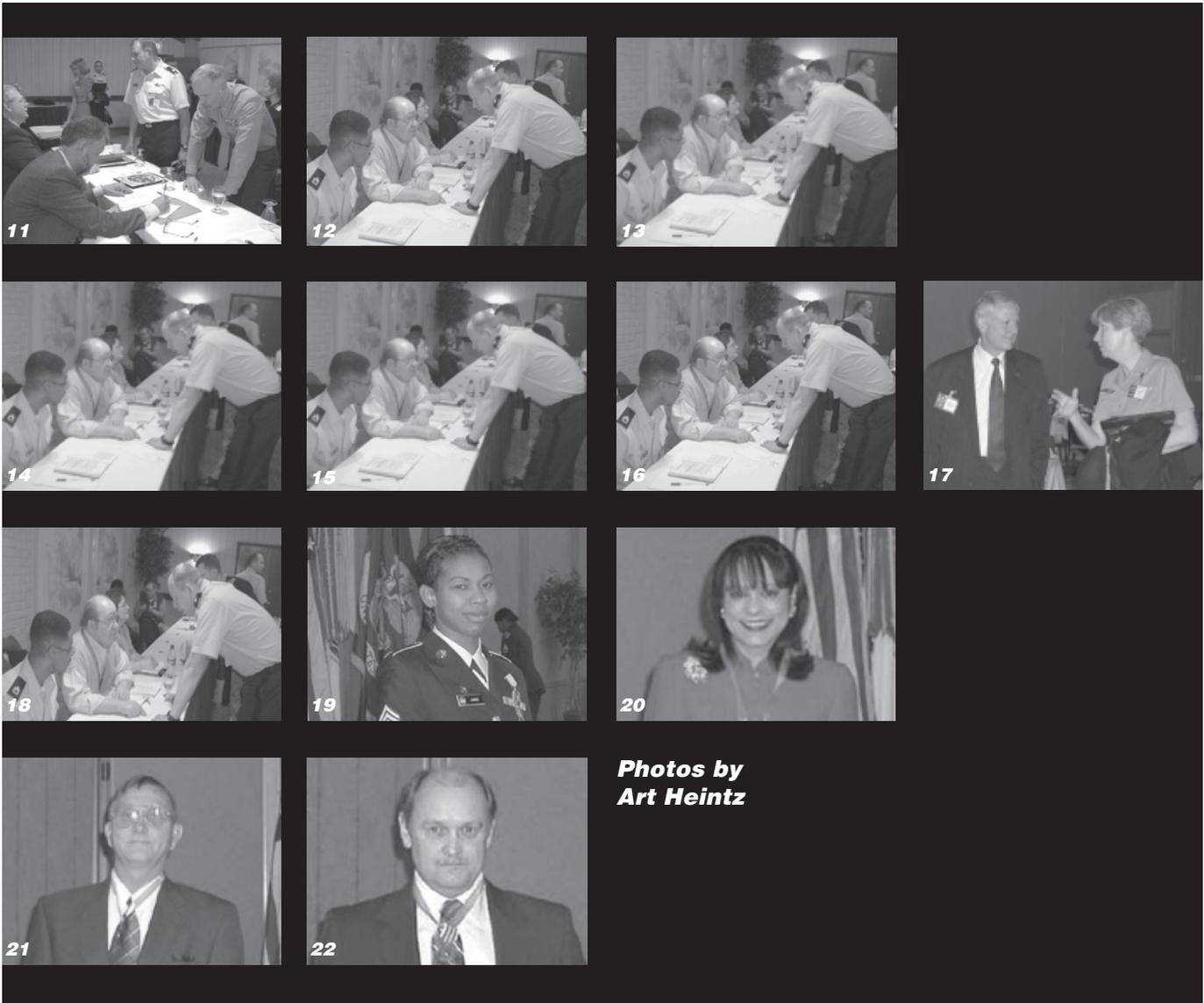
The conference included many Headquarters personnel, and many guest speakers from the Department of Defense—particularly from military recruiting and training commands—and a variety of other speakers who addressed unique topics.

The USMEPCOM Commander, Col. David Slotwinski opened the conference by sharing his state of the command remarks Tuesday morning. Following this, Dr. Michio Kaku, an internationally recognized speaker and author of 9 books, discussed the future of automation and technology (photo 5). The Commander, U.S. Army Accessions Command, Lt. Gen. Dennis Cavin was the guest speaker at Tuesday's lunch (photo 1). The commander of Naval Service

Training Command, Rear Admiral Ann Rondeau attended the luncheon as well (seated, photo 1).

In the afternoon, Col. Steve Fondacaro, commanding officer, 4th Training Brigade, Fort Jackson, S.C., discussed "Future Soldier" (photo 2). Following his presentation, Dr. Russell Day from Wolf Management Consultants, talked about managing transformation (photo 7) and Thomas Kneir from the FBI discussed security and terrorism threats.

At the formal dinner Tuesday night, Principal Deputy Under Secretary of Defense for Personnel and Readiness, Charles Abell was the guest speaker (photo 18). Also during the dinner, Slotwinski presented Military and Civilian of the Year awards. He presented Military Member of the Year to Sgt. Margo James, testing specialist, Jacksonville MEPS (photo 19); Civilian of the Year (GS-10 and above) to Vanessa Berrios, education services specialist, San Juan MEPS



**Photos by
Art Heintz**

(photo 20); Civilian of the Year (GS-7 - 9) to Thurman Wagoner, information technology specialist, Oklahoma City MEPS (photo 21); and Civilian of the Year (GS-6 and below) to Gail Howells, test administrator, Salt Lake City MEPS (photo 22).

On Wednesday morning, representatives from all branches of the military services gave recruiting updates. Following this, commanders and first sergeants discussed issues with a recruiting panel of top recruiters and recruiting station commanders.

Bryan Flanagan from Ziglar Training Systems, delivered a

training program on improving team and individual productivity and growth at Wednesday's lunch. Following lunch, Acting Deputy Under Secretary of Defense for Military Personnel Policy, Bill Carr gave a military personnel policy update.

On Wednesday afternoon, Lew Brodsky, acting director of the Selective Service System, gave a presentation.

Also Wednesday, MEPS commanders had the opportunity to meet with representatives from Headquarters (photos 11 & 14). Following this, sectors held their socials.

On Thursday morning, Capt. Shannon Hurley pre-

sented a briefing on the A-Z processing review. Bill Armstrong, Information Technology, USMEPCOM HQ, and Rick Cox, Program Analysis and Evaluation, USMEPCOM HQ, gave an update on the Booz-Allen & Hamilton IT study.

Also Wednesday morning, HQ, USMEPCOM Human Resources Director, Col. Brian Brown gave a well being study update; Cmdr. Kresek gave a standardization study update, and Cox gave a metrics study update.

Dr. John Williams, a profes-

sor of Political Science at Loyola University Chicago, was guest speaker at Wednesday's lunch. Following this, Dr. Pat-Schwallie-Giddis gave an educational presentation, and U.S. Army Surgeon General, Lt. Gen. James Peake and HQ, USMEPCOM Medical Plans and Policy Director, Col. Bradford Lee, gave medical presentations.

Retired Marine Corps 1st Lt. Clebe McClary, a Vietnam veteran awarded three Purple Hearts, the Silver Star and Bronze Star for his bravery, was a guest speaker at the conference as well (photo 10).

2003 National Training Conference



Commanders, U.S. Military Entrance Processing Command



First Sergeants, U.S. Military Entrance Processing Command

Photos by Art Heintz

Senior enlisted advisor talks about good calls, bad calls

By Command Sgt. Maj. J. Kelly Fain
USMEPCOM Senior Enlisted Adviser

Since taking over this position a few months ago, I have gotten a crash course in time management. That is a trait we all learn as NCOs, but that really hit home my first full day on the new job. I can barely finish one conversation, it seems, before there is another meeting, another appointment, or the phone starts ringing.

It is never a bad feeling when those endless appointments, meetings, visits, and phone calls end up helping someone, and getting the mission accomplished, but there is one phone call or message I could do without—and that is the one to tell me an enlisted service member got himself or herself into trouble, by doing something that should not have been done or could have been avoided.

I appreciate that the vast majority of personnel in our command conduct themselves as well-disciplined individuals both on duty and off duty. Yet occasionally, mistakes are made. Mistakes will happen. We all make them. But I am concerned about the ones that we know how to avoid by this point in our lives—alcohol and drug abuse, family and personal violence, respect for superiors (regardless of your service, military or civilian), to name but a few.

We are all disciplined professionals who have an understanding of the consequences of our actions. That is

the reason why we staff our MEPS with NCOs and not junior enlisted soldiers, Marines, sailors, airmen and Coast Guardsmen. In many cases, we assign people far from a military installation, or in a command unlike any other in the service. Then we expect you to do your job well to ensure the mission succeeds. I realize there are more stresses when you are away from a military environment, but that is why we choose mature, experienced NCOs for the task at hand. We have to rely on you to do the right thing, on duty and off.

If you don't have the ability to do that, or if you are facing personal problems, you are doing no one a favor by keeping this to yourself. You are going to add more stress to your life, and it could ultimately have a negative outcome, and you do not want to be facing your commander or someone else in the leadership chain explaining your actions. You owe it to yourself to speak up and get help for anything you might need.

While the phone calls I get telling me of errant behavior are not astronomical, those of us in leadership positions do not like getting any of those calls. One would be enough for us to be concerned.

You have often heard NCOs are the backbone of the military. We are



Command Sgt. Maj. J. Kelly Fain

the ones who do the hard work. We are the ones who get the job done. You know what is right and what is wrong. If you have had some drinks, you know you should not get behind the wheel of a car. You also know you should not be involved in incidents that damage your reputation, your career, and the military's good name. Bottom line—you know what's right, and you know what's wrong.

Do what's right, all of the time, even when no one is looking. It is a requirement of all NCOs, and I am counting on all of you to remember that, regardless of where you are stationed.

2003 Service Birthdays/Anniversary

U.S. Army — June 14
228th Birthday

U.S. Air Force — September 18
56th Anniversary

U.S. Coast Guard — August 4
213th Birthday

U. S. Navy — October 13
228th Birthday

U.S. Marine Corps — November 10
228th Birthday

ASVAB career exploration program manager visits Oregon

By Janice K. Carson
Portland, Ore. MEPS Education Services Specialist

What do high school honor students, a marketing class, career specialists and the recruiting services all have in common?

These targeted audiences provided feedback on the new ASVAB Career Exploration Program to Jane S. Styer, the ASVAB career exploration program manager from Defense Manpower Data Center in Seaside, Calif.

In a visit to Portland, Ore., MEPS, Styer traversed cities and schools to get reaction to *Exploring Careers: The ASVAB Exploration Guide*, and materials for the coming school year.

Meeting with career specialists from six major high schools in Oregon's capital, Styer received a firsthand look at how the new student workbook facilitated career exploration for local juniors. In a presentation to students in an honors literature class, students shared their individualized career search results and had the opportunity to review posters for national implementation.

A Portland public school marketing class provided an invaluable critique and candid review of these posters from a marketing perspective. While meeting with representatives of the recruiting commands, Styer provided information on ASVAB enhancements and solicited feedback on field experiences with the new materials.

Styer said the visit gave her valuable information that will guide the future development and revision of the program.

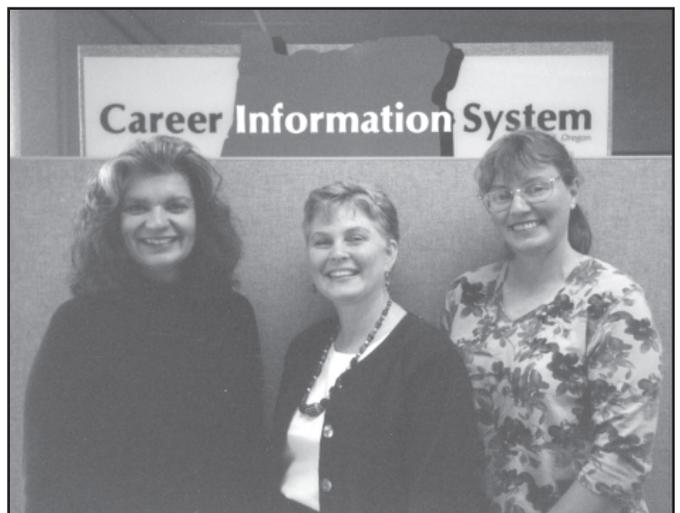


ASVAB Career Exploration Program Manager, Jane S. Styer (third from left) poses for a photo while in Portland, Ore., with (first row) Capt. Christian Haun, Air Force Operations flight commander, McChord Air Force Base, Wash.; Janice Carson, ASVAB education services specialist, Portland MEPS; Styer; Ensign Robin Lunsford, U.S. Navy Recruiting District Portland; Richard Mestas, Navy education specialist, U.S. Navy Recruiting District Portland; Maj. David R. Rhoads, Army education specialist, U.S. Army Recruiting Battalion Portland; and (back row) Chief Petty Officer Tom Brunney, U.S. Coast Guard; and Fred Pugh, Army education specialist, U.S. Army Recruiting Battalion Portland.

Ed Specialist helps ASVAB reach all of Oregon

The Oregon Career Information System invited Janice Carson, Portland, Ore. MEPS education services specialist, to present the new ASVAB at their annual workshops. Spanning the entire state of Oregon and encompassing 14 cities, these workshops attracted approximately 400 participants. Attendees had the option to register for a one-hour ASVAB presentation for which Carson presented a PowerPoint overview of how the ASVAB enables students to become the "career architects" of their future. Carson provided snacks for each workshop as a Center of Influence event, and concluded with an Internet demonstration of the new ASVAB web site.

Approximately 70 high schools chose to attend the ASVAB presentation. Steve Cook, Boise MEPS ESS, presented the ASVAB at two workshops for schools serviced by his MEPS. According to Carson, "Participating in these regional workshops was not only an excellent marketing opportunity, but also reinforced how the ASVAB is integrated with Oregon's career delivery system. 'Partnering' with CIS demonstrated a mutual commitment focused on providing quality career information to benefit high school students."



During a state workshop at which she promoted the ASVAB, Janice Carson, Portland, Ore. education services specialist (far left), poses for a photo with Cheryl Buhl, Career Information System director, and Romella Lee, user services representative.



The Kansas City MEPS staff and representatives from the Marine Corps and Air Force were on hand for the signing of the Kansas ASVAB Proclamation. (Left to right) June Matfield, Staff Sgt. Mulaney, Staff Sgt. Collins, Gov. Bill Graves, Maj. Brent Reinhardt, Capt. Nicole Bires, Sharon Klotz.

Award

The Association for Career and Technical Education presented the "Friends of Guidance Award" to Omaha MEPS Education Services Specialist, Terri Lonowski, recognizing her for making significant contributions to the advancement of career guidance and counseling during the year.

Nebraska, Missouri and Kansas governors sign on the line for ASVAB

In what has become an annual event to give the ASVAB a boost of publicity, the Kansas, Nebraska and Missouri governors recently signed proclamations underscoring the importance of the test for young people today.

New Kansas Gov. Bill Graves welcomed several staff members from the Kansas City MEPS into his office for the signing. Gov. Bill Holden signed for Missouri.

In Nebraska, Gov. Mike Johanns and Omaha MEPS commander Maj. Michael Nelson met at the State Capitol to declare ASVAB Career Exploration Program Week for Nebraska. The proclamation recognized the importance of the ASVAB program for Nebraska's high schools and encouraged ASVAB testing for the state. Also in attendance were staff members from the Omaha MEPS and members of the Interservice Recruiting Committee. Dignitaries in attendance included Nebraska State Senator Donald Preister and Nebraska Army National Guard adjutant general, Maj. Gen. Roger Lempke.

"As the career exploration process begins, we have a responsibility of supplying comprehensive and relevant information to our Nebraska high school students, to help them in developing important educational and vocational goals," the proclamation read. "The Department of Defense offers this award-winning program to high schools throughout the United States at no cost to the schools or students, and without military obligation, pro-



Nebraska Gov. Mike Johanns (left) and Omaha MEPS Education Services Specialist, Terri Lonowski hold Nebraska's recent ASVAB proclamation.

viding one of the most widely used and highly regarded career development programs in the world. The newly released ASVAB Career Exploration Program contains state-of-the-art career exploration materials that are easily integrated into schools' career guidance programs. The accompanying *Exploring Careers: The ASVAB Career Exploration Guide* helps students to identify, understand and organize information about their interests, skills and work-related values, then identify suitable occupations, from a range of about 400, to investigate and further explore through use of a variety of career information resources."

Whether it's the proclamation, old-fashioned hard work, or a combination of factors, Terri Lonowski, Omaha MEPS education services specialist, said the numbers of juniors and seniors taking the ASVAB in Nebraska has nearly doubled in the past several years.

Lonowski attributed this increase to the team approach of program execution, the high quality of ASVAB materials, and the growing emphasis by the education community to provide students with valuable career information.

"This year, nearly 11,000 Nebraska high school (students) will participate in the ASVAB Career Exploration Program, equating to approximately half of the students served by Omaha participating in the program prior to graduation," she said.

They came, they processed, but not for Uncle Sam

Denver MEPS processes 300 for National Civilian Community Corps

By Lt.j.g. Jessica Allmond
Denver MEPS
Public Affairs Representative

The almost 300 young men and women gathered at the Denver MEPS one early Saturday morning in January weren't your average boot camp-bound, soon-to-be soldiers for Uncle Sam's Army.

This group was processing for 10 months of work for the National Civilian Community Corps, a brainchild of the President Clinton administration that has been available to young adults, 18 to 24, since 1994.

When the government started the program, they made arrangements with USMEPCOM

to do the medical qualifications and processing because it was much less expensive than forming a new type of processing center specifically for the program.

The Denver MEPS is one of four stations that processes NCCC newcomers who work in a variety of areas from flood relief to tutoring and urban renewal projects. In exchange, they receive \$4,725 toward their college costs at the end of 10 months.

Denver MEPS commander, Maj. Alan Bernard said this group is a bit different

than their military-minded counterparts.

"They're not coming here for discipline; they're more into saving the Earth," he said "But it's a good program, and they're still partaking in national service to their country."

Processing 300-plus applicants is not an easy task, officials said. A lot of planning and preparation must take place and NCCC team leaders must be processed beforehand so that they are able to assist throughout the week.

To make the group more at ease, Bernard and his MEPS crew wear civilian

"We're increasing our floor count that week by 300 kids. We need all the extra doctors and staff we can get."

Any who cannot process that one Saturday are taken care of throughout the week.

The 10-month NCCC is a full-time residential program with five campuses throughout the United States—Charleston, S.C.; Perry Point, Md.; Sacramento, Calif.; Washington, D.C.; and Denver, Colo. Participants serve in teams to work on projects that meet human needs in the urban and rural communities such as education, public safety, the environment, and disaster relief.

All newly selected applicants of NCCC must undergo drug testing and a medical history review similar to military applicants.

Unlike the military applicants, though, the restrictions aren't as severe or set in stone.

"If they have one eye, or one leg shorter than the other, they can still participate," Bernard said, "but they just won't be sent out to fight forest fires. About the only thing that is a disqualification is if they (fail the drug test) or are pregnant."

Bernard said the MEPS changed to the Saturday processing last year, which has made it much more efficient.

Sgts. 1st Class Alexandria Sizer from operations, and Ignacio Villaverde from Medical, worked ahead of time to make sure everything was set up.

"One of the things that made this year go more smoothly is that there was more teamwork involved prior to NCCC applicants arrival to MEPS," said Sizer.

The day before the processing, the medical staff spent hours briefing the rules



Not exactly in the Army now

Participants in the National Civilian Community Corps wait for their blood pressure screening and other medical tests on a Saturday at Denver MEPS on the day the MEPS processed 300 participants for the NCCC.

clothes for the day and bring in all extra help to make the process go smoother.

Fast fact: The Denver MEPS has processed about 2,400 participants for the National Civilian Community Corps since the program began in 1994



Through wars, surrenders, and peace, the USS Missouri made history, and on its 59th anniversary, it made history again

Mighty Mo out of retirement to usher in new military careers

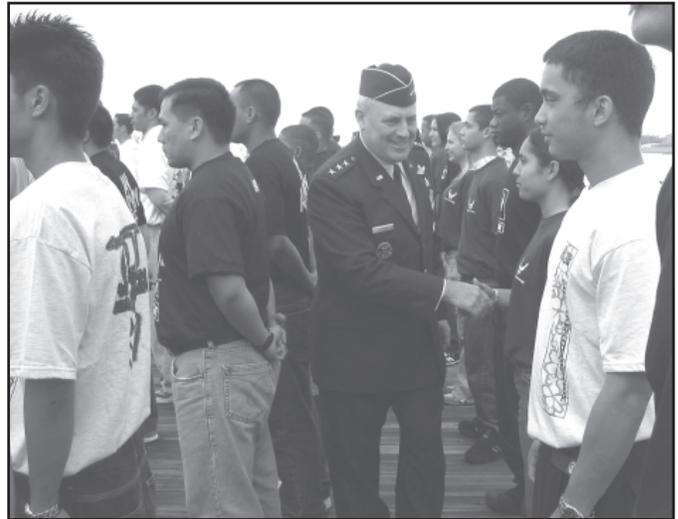
Petty Officer 2nd Class Ceara Alvis
Honolulu MEPS

Through wars and even enemy surrenders, the USS Missouri has made history. The biggest and last battleship ever made saw action in Desert Storm, Korea, World War II and was where Gen. Douglas MacArthur accepted the Japanese surrender. The big ship known as Mighty Mo added another chapter for 41 applicants from the Honolulu MEPS who swore into service on its deck recently.

The swear-in coincided with Mighty Mo's 59th anniversary of its launch, and each of the five services were represented.

Air Force Lt. Gen. Robert Dierker, the U.S. Pacific Command's deputy commander, enlisted the new recruits and shook hands with each of them.

The Missouri was first commissioned on June 11, 1944, and used for the Japanese surrender of World War II on Sept. 2, 1945. It was decommissioned in 1955, only to be called out of retirement in May 1986. In 1991 the ship was called to support the



Lt. Gen. Robert Dierker, deputy commander of the U.S. Pacific Command, congratulates the 41 new recruits after swearing them in on the USS Missouri.

growing force in the Middle East and fired Tomahawk missiles at Iraqi-held targets to help mark the beginning of the Gulf War. It was retired again for the final time on March 31, 1992, and now rests at Ford Island in Pearl Harbor where it's not just a ship, but a memorial and a museum—and also, it seems, the first shipboard MEPS.

NCCC (continued)

and procedures, answering questions, and collecting personal and medical data from each NCCC individual. Then all the information and packages were put together. The entire processing day took about 10 hours, and the remaining participants who couldn't process on Saturday, were rotated into the regular processing schedule throughout the week.

"Denver MEPS and the NCCC have a good partnership that has gotten better over the years," said Vaughn Cottman, an NCCC unit leader. "The first year we worked together, the NCCC was an unknown element, but now we are more accepted and the MEPS have done everything they can to make this beneficial to everyone. Doing the bulk of the physicals on Saturday was just a more efficient and expedient way for everyone to get processed."

"Who Moved My Old ASVAB Stars?"

Sniff, Scurry, Hem, and Haw help train MEPS on new enlistment test

Four mice named Sniff, Scurry, Hem, and Haw played a large part in training New York education services specialists, recruiters, and other MEPS staff members in the new ASVAB.

Daisy Richardson—certainly no mouse—the New York MEPS education services guru, came up with the training idea based on the bestselling management book, "Who Moved My Cheese?" by Spencer Johnson.

In the book, Johnson uses the four mouse characters to help people identify with their own traits and how they react to change. Richardson used that to bring people up to speed with the ASVAB.

"Everything is changing in life. You have to go through changes, and that's how I came up with it," she said. "We had to adjust to changes in the ASVAB."

Not everyone was happy with the change, she said.

"Some people at the schools missed their blue markers, but we wanted to show them this was a good thing," Richardson said. "We brought the test into the 21st century from the 19th century. It was conceived in the 1960s, and designed without computers and technology and the things people know nowadays. I wanted to show them why this change was better."

Richardson said some people want to identify with one of the characters from the book who sits back and does nothing while technology passes him by, but the best plan is to embrace the change.

During her training, Richardson made several points, including that change happens, to anticipate and monitor change, adapt to change quickly and to enjoy change. She briefed that the quicker you let go of the old ASVAB, the sooner you can enjoy the new program.

Defying the norms

By Tech. Sgt. Gary J. Kunich
 Messenger Associate Editor

At the age of 3, she memorized the Periodic Table of the Elements, skipped first grade completely, and at 6, she was the youngest child ever chosen for the Space Hall of Fame Shuttle Camp.

Jessica Nicholson has defied the norms her whole life. So it should come as no surprise that this high school scholar with a fanatical love of chemistry is doing something different from most of the others in her graduating class. Instead of going directly to college, Jessica will go to Lackland Air Force Base, Texas, this summer for basic training for the Air Force Reserve.

The fact that she delayed enlisted the day after the United States start bombing Iraq doesn't faze this 17-year-old at all.

"Not really. I don't think about it that much," she said with a slight smile. Most



Jessica Nicholson

And does Jessica think she's brave?

"Not really," she said. "I just want to do this."

"up until everything start happening in Iraq, and I had to wonder, 'Am I signing her death warrant?' The recruiter came to visit us, and before I could ask her if she was sure, she was already signing all the papers. She knows what she wants and she's not afraid to do it. It's really worth it for what she can gain, career wise, and for her education. So I'm really proud of her."

But mom being, well, a mom, wanted to make sure her daughter was prepared, so she took her around USMEPCOM recently, introduced her to a few of the Air Force folks, and asked them for advice.

Jessica blushes when she's asked about the visits.

"It helps me more than it embarrasses me," she said. "The most important piece of advice I heard was, 'Keep your mouth shut and do what you're told.'"

"That's pretty good advice," said her friend, Airman 1st Class Jason Boxford, an

Chemistry wiz continues military tradition in the Air Force

of my friends are going to school and they think I'm kind of brave for doing this."



At the time her mom was working at nearby White Sands Missile Range, Jessica Nicholson stands in front of a Stealth Fighter during a visit to Holloman Air Force Base, N.M.

Until recently, Jessica thought she'd go to school, too—perhaps a community college for a couple years before transferring to a university for further studies.

"But then I realized I just wanted to start a career," she said.

So she took herself and her love of chemistry to the local recruiter, and got a guaranteed job as a pharmacy technician.

"I just have such a passion for chemistry," she said as her eyes widened with excitement. "A friend asked me to help her with her chemistry homework, and that was like a birthday present to me. I just want to continue in that line of work, go to school to be a pharmacist, and maybe go all the way and become a chemical engineer. It just fascinates me."

While joining the military may be out of the norm for most of her friends, it's the norm in her family. Jessica's grandfather did 30 years in the Navy, and her grandmother spent time in a Navy uniform, too. Her aunt and uncle are both Navy, and her dad is a master sergeant assigned to the Army Personnel Command in Alexandria, Va. Her mom, Emily, is a civilian employee who works in the equal opportunity office at USMEPCOM.

"She grew up around the military, and I was all for her joining," said her mom,

old friend who is now stationed at Pope Air Force Base, N.C.

Jessica made sure to give him a call to find out more of what she can expect at Lackland.

"I told her she's going to hate it (in basic training)," Boxford said. "She's not going to like the yelling and screaming because she is so kindhearted, but she's also tough, so she'll adjust. I'll write to her while she's there. You need to get mail from someone when you're there."

Her grandfather, Leslie Nicholson, who served from 1943 to 1963, including a stint in the Pacific during World War II, said his granddaughter will do just fine.

"She's a smart, little girl," he said. "I told her it's going to be completely different when she gets there. Her whole world and her whole routine is going to change, but she's making a good decision."

Her Army dad was quick to second that opinion.

"She's very smart," he said. "I always told her if she was going to join, to join the Air Force. Did her mom tell you about the Periodic Table of the Elements? She would quiz us on it when she was a kid, and I had to learn the stuff myself. And she knew all the weird ones."



Breaking ground for a new Richmond MEPS

USMEPCOM's Eastern Sector Commander, Col. Alan Dodson (second from right) joins Richmond MEPS Commander, Maj. Gregory Bauldrick (far right) and other Fort Lee leaders and local dignitaries in breaking ground for the new \$6.4 million dollar Richmond MEPS that will be located at Fort Lee.

MEP COM
oments

Siblings, spouses, mothers & daughters enlist in Los Angeles

Why enlist by yourself when you can make it a family affair?



Brother & sister
Michelle and Allen Daus from Lakewood, Calif., enlisted together.



Mom & Daughter
Patty Illarza and her daughter, Candi, couldn't imagine being apart, so they enlisted together for the Army.



Husband & Wife
Ridgecrest, Calif. Recruiting Station Recruiters Sgt. 1st Class Rafferty and Sgt. Carter recently recruited Bennie and Sarah Ball. The couple enlisted together at Los Angeles MEPS.

Guitar man

He'll strum a six-string for the Army now

By Tom Blackwood, U.S. Army Recruiting Battalion Sacramento

Darius E. Upshaw Jr. plays guitar and has already made his mark in the music business and has played with the likes of Gladys Knight and John Lee Hooker.

Now he'll be playing for the Army.

Upshaw recently enlisted at the Sacramento MEPS while two generations of family came to wish him well.

"I'm very proud to see my grandson enlist in the Army," said Delores Upshaw. "My whole family is proud of Darius!"

He's not the only Upshaw in uniform. His aunt and uncle, Master Sgts. Raymondé Hall and Roscoe Hall also serve, and they were on hand for their nephew's enlistment.

"The family was quite surprised when Darius decided that he wanted to join the Army and serve in an Army Band," his aunt Raymondé said. "He'll be playing one of his favorite instruments, the electric guitar."

Darius and his sister Rosezetta are part of the DRU Band (The Darius and Rosezetta Upshaw Band) and have played with some big names.

"It is exciting to see our name on the bill with people like Gladys Knight, Etta

James, John Lee Hooker, and Koko Taylor," Darius said. "To be on national television, to get encouragement from B.B. King and to get a pat on the back from James Moody is great. To be known in the music world as 'Those kids!' People

walk up to us and say, 'You're those kids!' But of all the stars we met, nothing was as special as seeing my grandmother in the audience in New York City. A face from home always makes me feel good!"

His family has fostered his love for music, and aren't surprised that he wants to be in the Army band. Raymondé Hall said, while she was stationed at Fort Lewis, she took her young nephew to see an Army band concert.



Darius Upshaw Jr. (third from left) had plenty of family support when he enlisted recently at the Sacramento MEPS. Two generations of family came out to bid him farewell.

"Darius approached the stage and asked the guitar player if he could touch his guitar. The young sergeant gave the guitar to Darius and he started playing and singing."

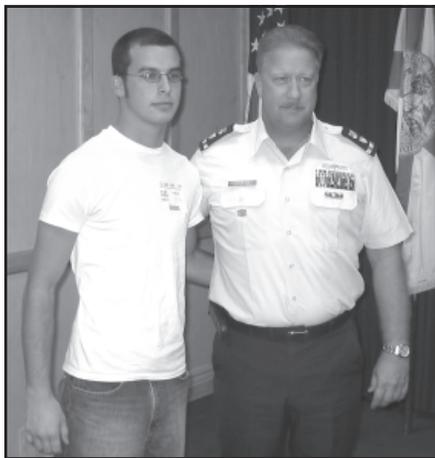
—Aunt Raymondé Hall, an Army master sergeant, describes her nephew's first experience with an Army band

"Darius approached the stage and asked the guitar player if he could touch his guitar. The young sergeant gave the guitar to Darius and he started playing and singing."

Darius recently shipped to Fort Jackson, S.C., for his basic training. Upon completion, he'll get six months of training at the Army School of Music.

Because he qualified for the Army's Civilian Acquired Skills Program, he'll put on private first class after boot camp.

Coast Guard dad ushers son into family business



Chief Warrant Officer Charles Kinneer II poses with his son, Charles III, after enlisting him in the Coast Guard.

Lt. Cmdr. Dave Allen
Miami MEPS Commander

In years gone by, it was pretty much predetermined that children would follow their parents into the "family business."

While it might not happen all the time these days, there are those who like to follow in mom or dad's footsteps, and it can even be more of an honor when those footsteps are made in military boots.

And that's what Charles H. Kinneer III did when he followed his dad into the Coast Guard.

Chief Warrant Officer Charles H. Kinneer II of Marine Safety Office Mi-

ami not only encouraged his son to join, he saw the process through all the way. Kinneer served as the enlistment officer for his son and one other Coast Guard applicant as the two prepared to ship off to boot camp, and he had some advice before they left.

"The Coast Guard that you're joining today is very different from the one that I joined 22 years ago," he said. "Your entering the service at a time of great change in the focus of our mission. Make the most of the opportunity."

The younger Kinneer plans to follow his father into the boatswain's mate rating, with an eye on a Commission someday.

Son ... you're in the Army now ... and your dad made it happen

By Mike Murk
U.S. Army Recruiting Battalion Syracuse

Syracuse MEPS Commander, Maj. Mike Downs administered the Oath of Enlistment to his son, Michael Ross Lee Downs as the young man joined the Army and entered the signal operations career field as a network switching system operator-maintainer. In addition, he earned \$40,000 for the Army College Fund and a guaranteed assignment to Europe. Also on hand for the ceremony were Maj. Downs' parents, Sam and Deann Downs.



New soldier, Michael Ross Lee Downs (second from right) poses for a photo with his dad, Syracuse MEPS Commander, Maj. Thomas "Mike" Downs, and his grandparents, Sam and Deann Downs.

Photo by Mike Murk

"I think it's great," said Mrs. Downs, "I've always wanted him to go in."

The new soldier's grandfather echoed that sentiment.

"He's grown up with it (Army life) about his entire life," said Mr. Downs,

"and now he's living it like his Dad."

Father and son share same unit, just like prior generation

By Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

Private Mike Downs and his dad, Maj. Mike Downs, Syracuse MEPS commander, have more in common than a last name and an Army career.

The younger Downs will keep a family tradition when he

reports to the 22nd Signal Corps in Darmstadt, Germany.

And here's where the story gets good.

After enlisting his son, Maj. Downs gave him the first military coin he received from his first unit as a second lieutenant—the 22nd Signal Brigade in Germany.

"That's the first patch I wore," Downs said. "I was more shocked than anything."

And here's where the story gets better.

Maj. Downs first joined the military as an enlisted man for the Oklahoma National Guard and the 45th Infantry Division. That was the same first unit that his father, Sam Downs, served in before he switched services and joined the Air Force.

When the youngest Downs reports to Germany, he'll have the chance to continue some more family traditions. Fifteen years ago, when he was 5 years old, his dad took him on the annual 17-kilometer Frankenstein Castle Run. It's an annual event that starts at the Army post and ends at the famed castle where Mary Shelley spent the night and was inspired to write her Frankenstein novel.

"I don't remember much about the run," Pvt. Downs said. "I just remember it was really big."

Doing the Frankenstein this time around, though, shouldn't be a problem. Downs ran the Honolulu Marathon in 4:09:38 a couple years before he joined the Army.

And while he may be leaving his family, he won't soon forget the gesture of the coin his dad passed onto him.

"It really means something to me now," he said. "Even though I was a military brat, there were times when basic was very stressful, and it was hard. It was a bit of an awakening."

The younger Downs said he appreciates the coin, now that he's actually made it through basic training, and now that he'll be serving in the same unit as his father.



Now—

Pfc. Michael R. L. Downs—
D Co., 2nd Bn., 28th Infantry
Regiment, 4th Platoon, Fort
Jackson, S.C., October-
December 2002 basic
training.



Then—

Pfc. Thomas M. W. Downs—
C Co., 8th Bn., 2nd Infantry
Training Bde., 1st Platoon,
Fort Benning, Ga., May-
August 1985 basic training.

Richmond hosts Army Accession Command Sergeant Major

A typical day at the Richmond—Working Like Champions—MEPS sometimes includes hosting a VIP. Recently they were pleased to welcome Command Sgt. Maj. Perry Roberts of the U.S. Army Accessions Command.

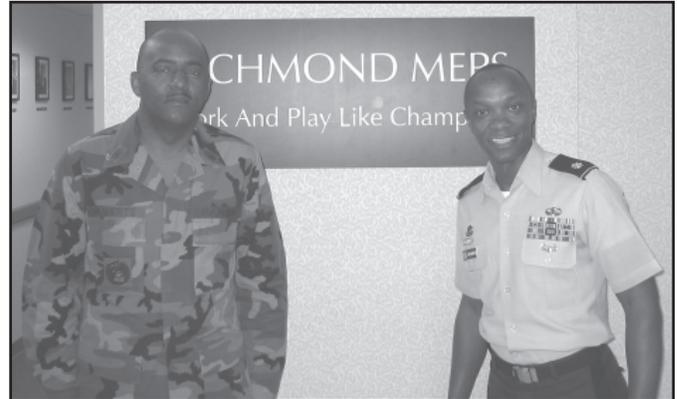
Roberts visited the MEPS to assess the Army's new 'paperless' system and Richmond's procedures. He said he didn't want to pass up the opportunity to observe the MEPS process as a whole, beginning with a night in the applicant hotel. He took the time to see the entire process from the time the wake-up call came through to the time applicants swore into the service.

Roberts began his day sitting in with the morning command and medical briefings for the applicants. He toured the Medical Section, visiting and meeting all the medical technicians. After Medical, he walked through Testing. He met the test administrators and was shown the CAT-ASVAB process. Next, he spent some time in Operations seeing the interview process, finger printing, and a swearing-in ceremony. Roberts made it a point to meet each member of Team Richmond.

Roberts spoke with a group of Army shippers heading to basic training at Fort Jackson, S.C. He spoke of the pride in serving your country and the commitment they have made. Roberts told them how the Army's best NCOs had recruited them, and they were going to be trained and prepared for careers by more of the Army's best NCOs. He explained the "transformation" about to occur in their lives. He told the applicants that the family and friends they left behind will not recognize them upon completion of basic training. Instilling confidence, Roberts ex-

pressed their growth into young adults who will become better persons, parents, and members of society. There was a special connection with the two applicants going into 13 Series MOS training (Artillery), as this is Roberts' MOS as well. Like many military services, paths cross more than once. Roberts will be visiting Fort Jackson within the next few weeks and looks forward to coming across the path of these recruits.

Roberts said he was pleased with the Richmond MEPS, and gave lots of positive feedback to the staff.



Command Sgt. Maj. Perry Roberts, U.S. Army Accessions Command (left), poses for a photo with Richmond MEPS Commander, Maj. Gregory Bauldrick during Roberts' visit.

First Lady of Idaho attends Boise recognition ceremony

The First Lady of Idaho, Patricia Kempthorne was guest speaker at the Southwestern Idaho 2002 Combined Federal Campaign recognition ceremony at which the Boise MEPS commander and another staff member received awards.

Boise MEPS Commander, Maj. Dale Meeks, who also serves as the executive president for the CFC in Idaho, received the Eagle Award for his continued contributions to the CFC, as well as his position as chairman of the Federal Executive Council. Staff Sgt. Melissa Branch, the campaign coordinator and Boise MEPS travel specialist, accepted the Silver Award on behalf of the MEPS for the participation and contributions made during the campaign.

The First Lady of Idaho has focused her attention on the welfare of children and families while finding solutions to specific challenges they face such as in child care, education, healthy life choices and work-life balance. She is committed to supporting a national public education initiative known as Leadership to Keep Children Alcohol Free. She also co-chairs and serves on the advisory councils for a variety of charitable community organizations including the Boys and Girls Club, Boise Family YMCA, and St. Luke's Children's Hospital.



International Interest

International guests get a glimpse of MEPS processing as they tour El Paso MEPS as part of the course at the U.S. Army Sergeants Major Academy. Along with the tour of all sections, El Paso MEPS Commander, Maj. Michael Matthews gave an in-depth briefing of USMEPCOM's mission. (Standing, from left), Master Sgt. Kato, Japan; Sgt. Maj. Bogdan, Hungary; Master Sgt. Silungwe, Zambia; Sgt. Maj. Flatz, Switzerland; Mr. Hillin; Sgt. Maj. VanTriest, Netherlands and (seated, front to rear) Master Sgt. Nagy, Hungary; Sgt. Maj. Koevoets, Netherlands. The academy has since inquired about including a tour of the MEPS as part of future classes.

In just 7 months, Louisville hosts international delegates from 9 nations

During the past seven months Louisville MEPS has had the distinct pleasure of representing USMEPCOM as host to delegates from eight different nations. Coming from far and wide, this truly international and globally representative grouping of foreign nationals has allowed Louisville MEPS to both learn from and give information to varying cultures and nationalities.

For many of the delegates, their interests lie in the comparative aspects of recruiting and enlistment processing—this is especially so for those delegates representing countries whose recruiting system is in its fledgling stages.

Russia

On Oct. 1, 2002, the first of eight delegations to visit Louisville MEPS was a film crew from St. Petersburg, Russia. Escorted by Mayana Jazayeri, TV producer from the State Department's Foreign Press Office in Washington, D.C., the three-man film crew filmed various aspects of processing (Oath of Enlistment ceremony, pre-enlistment interview) along with some applicant interviews.

Sweden

Two weeks later, a Swedish delegation led by Lt. Col. Ronny Larsson and Capt. Par Lundberg from the Swedish Armed Forces Recruiting Command Headquarters took a tour of Louisville MEPS to gain insight into motivational tactics and overall enlistment trends.

Capt. Jon Carney, Louisville MEPS testing control officer, used his prior TRADOC experience to provide requested information pertaining to the logistical aspects of soldiers being received by reception centers and their subsequent dispersal to training units.

Spain

The new year saw Louisville MEPS entertain delegates from the Spanish Army, led by Lt. Col. Fernando Lazaro-Cadena, who arrived on Jan. 30 to tour Louisville MEPS and gain insight into USMEPCOM's applicant processing pro-

cedure and strategy. Though no one in the delegation spoke English fluently, one of Louisville MEPS Military Processing Clerks, Marine Corps Sgt. Jose Hernandez filled in as an interpreter to facilitate the bridging of the language barrier. Even though Hernandez's Latin-American Spanish was different than the Castilian Spanish spoken by the delegates, they understood one another remarkably well.

Azerbaijan

On Feb. 6, a five-man delegation from Azerbaijan (a former republic of the Soviet Union) arrived to tour Louisville MEPS and gain insight on their recruiting philosophy and applicant processing. Following Louisville MEPS Commander, Lt. Col. Jeffrey Krieger's briefing, the head of the delegation, Maj. Gen. Aliagha Huseynov (Azerbaijan's High Chief of Recruitment), stated that, "The United States and USMEPCOM will be proud to know that the future recruiting process of Azerbaijan will directly reflect one-to-one that of the United States."

Huseynov also remarked, "The trip to Louisville MEPS, being our last stop, has tied everything together and clarified many things. I also appreciate the effort put forth in the presentation and courtesy given to myself and my countrymen."

Guatemala

Six days later, the Guatemalan Army's Chief of Education and Doctrine Commission, along with the Deputy Director of Education and the Deputy Director of Training, arrived for a tour of Louisville MEPS. Acting as both escorts and translators, Lt. Col. Kim Anglesey, Operations Officer at U.S. Military Group Guatemala, and Maj. Ricardo Diaz of USAREC accompanied the group on a tour of the MEPS facility provided by Louisville MEPS' Operation Officer, Lt. Brian Baker.

After a brief with Louisville's commanding officer, the delegation met with Master Sgt. Lisa Andrews, the Army Liaison Office's senior guidance counselor. They discussed the working relationship between the recruiters, liaisons and MEPS

staff, paying special attention to the manner in which applicants are counseled.

Japan

USAREC requested to visit Louisville MEPS with a delegation from the Japanese Ground Self-Defense Force in March. The delegation was led by Lt. Col. Tadashi Hattori and Lt. Col. Taizo Horii, both representatives of the JGSDF Education and Training Department. Krieger welcomed the group, after which they went to lunch and had a casual conversation regarding differences and criteria amongst the service branches.

Following lunch, Carney led the visitors in a tour of the MEPS, and Krieger gave a station brief. Hattori was impressed by, "the distinctly honorable atmosphere of the Oath of Enlistment ceremony," which they viewed at the conclusion of their visit.

Italy

Also in March, a group representing the Italian Army General Staff arrived with the intent of looking into USMEPCOM's relationship between recruiting commands and MEPS. They were primarily interested in recruiting cycles, testing procedures, applicant processing, and aspects of customer service. Lt. Col. Giulio Lucia, head of the Italian delegation, was especially interested in the philosophy and goal of the Delayed Entry Program. After presenting Krieger with a ceremonial coin to mark the occasion of their visit, the Italians departed; only to give way shortly thereafter to a delegation from Ukraine.

Ukraine

On April 3, Col. Olexandr Zaskoka, Ukraine's chief manning and military registration and enlistment officer, along with three other Ukrainian officers took a tour of Louisville MEPS. Though facilitated by an interpreter, Krieger gave a brief as well. Zaskoka was most interested in MIRS and the paperless capability of the Army Recruiting Office.



**Minneapolis MEPS
Army Maj. Jim
Lorenz**

Took command: July 2002

Background: Lorenz spent his first three years in the Army as an enlisted soldier, and did a tour at NATO headquarters in Brussels, Belgium. As he was separating in 1987, his NCOIC told him about the Army's ROTC program. "He gave me the pile of papers, I filled them out, the major gave me his endorsement, and away I went. I joined the Army because I always knew I wanted to go to college, but I didn't know what to study."

Time in service: 14 years because of the break in service for school.

Last position: Chief of the military personnel division, 556th Personnel Services Battalion, Schofield Barracks, Hawaii. "I loved it, but I found 84 degrees and sunny to be redundant after two and a half years. I was anxious to get back to the four seasons."

Something people don't know about him: "My wife has the same birthday—Oct. 6—only a year apart. It was exciting at first, now she's tired of it. She's gone 16 years without a birthday cake because she won't bake one for herself. Normally we go out to eat on our birthday."

Leadership motto: "That is a hard one. I don't have any catch phrases."



**Phoenix MEPS
Navy Lt. Cmdr.
Frederick Lawrence**

Took command: July 2002

Background: He grew up in southern Florida, where he enjoyed the outdoors, golfing, and fishing. Lawrence enlisted in the Navy in 1982 to serve his country. "I know it sounds corny, but it really was for patriotic reasons. I had a good job, but my father had been in the Navy, and my brother was in the Navy, and that's what we did."

Time in service: 21 years plus, and counting. "At this point, I feel like I'm never getting out."

Something people don't know about him: "What you see is what you get. I'm a big Steelers fan. It goes back to the Terry Bradshaw years. I met him at a Wal-Mart and he signed a helmet for me."

Favorite assignment: "I'd say the pre-commissioning of the USS Theodore Roosevelt when I was still enlisted. We were part of the initial crew, and actually built the ship with the shipyard and brought it to life. We took it from no one on board and not in water, going on deployment for first time. It was really a neat way to see the ship come to life. I'm considered plank owner, so when the Navy decommissions the ship, I'll get one of the planks."



**Dallas MEPS
Lt. Col. David
Lambert**

Took command: July 2002

Background: Lambert was first an enlisted man in the infantry from 1975 to 1979.

"I did get out and had two years under my belt when I realized I wasn't cut out to be a civilian. When you're young, the reasons you get out of the military are very strange. I didn't want to keep my hair short, I didn't want to wear a uniform, and I wanted to grow a beard. I got a job at a Holiday Inn, and I had to wear a Holiday Inn uniform, had to keep my hair short, I couldn't grow a beard, and I was making less money."

Civilian education: Bachelor's degree in finance from the University of West Florida

Time in service: 22 years. "Like I tell everyone, I won't retire until they kick me out."

Last position: Assistant chief of staff for personnel at the 1st Corps Support Command, Fort Bragg, N.C.

Something people don't know about him: "I don't know. My life's an open book. I really don't have anything that would surprise anyone."

Leadership motto: "If you don't concern yourself with who is going to get credit or blame, you can get a lot done."



**Pittsburgh MEPS
Army Maj. Edgar
Marshall**

Took command: October 2002

Background: An Army brat who was born in France and lived in Germany, Holland, and Russia, Marshall left Europe after high school graduation and had no desire to join the military. He went to school under the promise of getting a wrestling scholarship, only to find out the wrestling program had been canceled. He joined the football team as a walk-on but didn't stay long in the program. "I didn't have a football scholarship," he said, "I spent a year there being a tackling dummy while all the guys on scholarship got the red carpet treatment."

Civilian education: Bachelor's degree in physics from West Texas A&M; and a master's in information systems management from the Florida Institute of Technology.

Time in service: 19 years

Something people don't know about him: He got his nickname, Jeep, from his parents. "Every now and then, every time I get in trouble, my mother says, 'I never should have gone to the motor pool with your father that night. It's a great story.'"



Knoxville MEPS Lt. Cmdr. Carol Kushmier

Took command: November 2002

Background: Kushmier originally planned on a pre-med program in college. “But toward my junior year in college, I got tired of school and began to look at the armed services. I had a brother in the Air Force at the time. I joined the Navy through the (bachelor’s degree completion) program. Once you signed up, you were sworn in as an E-5 until you graduated, and they paid for my last year of school.”

Civilian education: Bachelor’s in biology with a minor in chemistry; a bachelor’s in psychology; and a master’s degree in organizational management from the University of La Verne.

Time in service: 13 years

Something people don’t know about her: “My husband and I do like to travel. But now that we have a baby, your whole day alters. We can’t just take a 12-hour or 14-hour trip.”

Favorite assignment and why: “I think would probably be a toss up between Canada where I was an exchange officer, and NORAD because I could go to college, and all the skiing. I’m used to the snow so it’s a funny thing when we get a half inch here and people start to panic. I’m like, ‘What are you talking about?’”



Lansing MEPS Lt. Cmdr. Mary Thompson

Took command: January 2003

Background: Thompson grew up in a rodeo family in Monroe, La. “My family used to host rodeos and I used to do a little goat roping. My brother still breaks (tames) horses for a living. I used to do a lot of riding, but I don’t know if you could get me on one today.”

Civilian education: Thompson graduated from the historic black college, Grambling State, with a bachelor’s degree in mass communications. She has a master’s degree in public administration from Troy State University.

Time in service: 12 years

Favorite assignment and why: Lackland Air Force Base in San Antonio, Texas, from 1997 to 1999, when she was in charge of the Navy’s personnel support detachment. “We made some genuine friendships there and had a wonderful church family. I liked it because it was so diverse. We really got close to a lot of couples our age, and it was good to be around a lot of young, married people.”

Leadership motto: “I don’t know if it’s a Chinese proverb or not, but it’s ‘That which is done well, need not be done again.’”



Los Angeles MEPS Lt. Col. Jade Skinner

Took command: January 2003

Background: Skinner grew up in a “very small town in western Nebraska, 90 minutes directly south of Mt. Rushmore—and I’ve been there too many times to count. I did a lot of hunting and fishing, but not as much these days as I would like, unfortunately.”

Civilian education: Bachelor’s degree in physics and computer science from Chadron State College in Nebraska; and a master’s in business administration from the University of Nebraska.

Time in service: 18 years with no plans of getting out anytime soon. “No way (am I retiring),” he said. “I have to see what options they’re going to give me next. I would like to go to Europe.”

Something people don’t know about you: That he tried joining the Army but ended up in the Air Force. He joined the Army National Guard to put himself through college, and had every intention of joining the Army as a field artillery officer. “The recruiter gave me an option of coming in as an E-3 as an 11-Bravo (infantry) for one year, and said I could apply for OTS in a year. I walked out of his mall office, went into the Air Force recruiter’s office, and he asked if I could leave in August for OTS, and that’s all it took.”



Seattle MEPS Lt. Cmdr. Ann Rennie

Took command: February 2003

Background: She wasn’t a military brat, but grew up like one, since her dad was an executive for Proctor & Gamble. “We were just as transient and we moved a lot—San Diego, L.A., Seattle, Cleveland, and finally Cincinnati.”

She applied to the Naval Academy but didn’t get in right away. “They called and said I could come to their prep school, which is where you’re basically enlisted for a year, and you work on your academics. If you make it through, then you can get into the academy.”

Time in service: 15 so far. “I feel like the jobs we do, even if they are in the background, or in a support role, have a higher purpose. I don’t think I’d feel the same way if I worked in a ketchup factory.”

Something people don’t know about her: “Probably one of the neatest points in my life is when I climbed to the highest point in the United States—14,496 feet at Mt. Whitney in California.”

Favorite assignment: “Every one of them. You know, everywhere you are needs to be the best place to be. If you’re looking back or looking forward, you can’t appreciate where you’re at.”

Albuquerque MEPS

1st Lt. Melissa Malone
Testing Control Officer
Years of service: 4
Last assignment: Postal Platoon Leader, Camp Humphreys, Korea
Military education: Airborne
Diversions: Playing basketball
First impression: "Excited to work here!"

Sgt. Jennifer Oien
Medical Technician
Years of service: 3
Last assignment: Jump Team Leader, 172d Support Battalion, Fort Wainwright, Alaska
Military education: Unit Armorer, PLDC
First impression: "Unique!"

Sgt. Cedric McCray
Processing NCO
Years of service: 4
Last assignment: Operations/ Training NCOIC, ARCENT, Saudi Arabia
Civilian education: Bachelor's degree
Diversions: Playing sports
First impression: "Teamwork equals success."

Staff Sgt. Albert Jackson
Processing NCO
Years of service: 10
Last assignment: Base Publishing NCOIC, Malmstrom Air Force Base, Mont.
Civilian education: Associate Degree
Military education: Airman Leadership School, 7-Level School
Diversions: Attending sporting events
First impression: "Good family atmosphere."

Amarillo MEPS

1st Lt. Terrence Williams
Test Control Officer
Years of service: 6
Last assignment: 2nd Brigade Assistant S-1
Civilian education: Bachelor's degree
Military education: Officer Basic Course
Diversions: Family
First impression: "Great atmosphere!"

Master Sgt. Vernon Pickard, Jr.
Operations Superintendent / NCOIC
Years of service: 16
Last assignment: Spangdahlem Air Base, Germany
Military education: ALS, Supervisor's Course, NCO Academy, SNCO Correspondence Course 5

Diversions: Running, softball, and traveling
First impression: "The people were all friendly and working together as a team."

Chief Petty Officer Mario Aguilera
Testing NCOIC
Years of service: 18
Last assignment: Leading Petty Officer, Electrical Division, USS Devastator
Military education: Minesweeping School
Diversions: Jogging and racquetball
First impression: "Good place to work."

Petty Officer 2nd Class Walter Carter
Medical NCO
Years of service: 12
Last assignment: 2nd Marine Division, 2nd Light Armored Reconnaissance Battalion
Diversions: sports and fishing
First impression: "I'm going to like it here; very friendly people."

Sgt. Sandra Ortiz
Travel Specialist
Years of service: 6
Last assignment: Administration Assistant, HHC, DISCOM, Schofield Barracks, Hawaii
Military education: PLDC
First impression: "Clean and professional environment."

Beckley MEPS

Staff Sgt. Allen Beutler
Medical NCOIC
Years of service: 11
Last assignment: 18th Airborne Corps, Fort Bragg, N.C.
Diversions: Biking, working out, and swimming
First impression: "Good place to work with a different atmosphere."

Sgt. Roosevelt Jackson
Processing Specialist
Years of service: 16
Last assignment: 1-13th Aviation Regiment, Fort Rucker, Ala.
Diversions: Sports and fishing
First impression: "A well organized place to work."

Sgt. 1st Class Mitchel Hershey
Operations NCOIC
Years of service: 20
Last assignment: NATO School (SHAPE), Germany
Diversions: woodworking, lawn care and gardening
First impression: "Great place; friendly people."

Boston MEPS

Staff Sgt. Marisol Lebron
Testing NCOIC
Years of service: 17
Last assignment: 8th PERSCOM, Korea
Diversions: Reading, family
Military education: PLDC, BNCOC
Civilian education: Associate degree
First impression: "Very impressive."

Butte MEPS

1st Sgt. Robert Payne
Years of service: 22
Last assignment: Joint Command South Center
Military education: PLDC, BNCOC, ANCOC, 1SG
Diversions: snowboarding & chauffeuring two sons to their sports activities

Chicago MEPS

Staff Sgt. James Anderson
Medical Processing NCO
Years of service: 7
Last assignment: Heidelberg, Germany (V Corps)
Diversions: shooting pool

Petty Officer 2nd Class Thomas Hunt

Processing NCO
Years of service: 5
Last assignment: USS Gonzalez (DDG-66)
Diversions: basketball, poetry, and bowling
First impression: "Excellent welcome—everyone made sure I was taken care of and has provided me with the information I've needed."

Sgt. Denis Davis
Medical NCO
Years of service: 9
Last assignment: 701st MSB, Kitzingen, Germany
Diversions: Volunteering
First impression: "I look forward to the assignment."

Sgt. Robert Davis
Processing NCO
Years of service: 8
Last assignment: Germany
Diversions: college
First impression: "Team oriented, everyone seems to work well together."

Larry Kofoid
Assistant Budget Technician
Years of service: 20
First impression: "Wonderful new assignment."

Joslyn Kofoid
Military Personnel Clerk
Years of service: 32
Last assignment: St. Louis MEPS, Testing Coordinator
First impression: "Great group to work with, especially Headquarters."

Spc. David Gazzaniga
Medical Processing NCO
Years of service: 9
Last assignment: HHT, 1/3 ACR, Fort Carson, Colo.
First impression: "Organized, friendly, and caring."

Petty Officer 2nd Class Ricky Kirkland
Medical Processing NCO
Years of service: 15
Last assignment: United States Naval Hospital, Okinawa

Petty Officer 2nd Class John Petrussek
Testing NCO
Years of service: 5
Last assignment: USS Trenton

Petty Officer 2nd Class Richardson
Medical NCO
Years of service: 13
Last assignment: San Diego

Detroit MEPS

1st Sgt. Kirby Olson
Years of service: 16
Last assignment: NCOIC for Equal Opportunity, U.S. Army Pacific Command
Civilian education: Bachelor's degree
Military education: 1SG Course, Equal Opportunity Course
Diversions: hunting, fishing, skiing, and hiking
First impression: "Excellent"

Fargo MEPS

Staff Sgt. Pedro Rivera
Assistant Test Control Officer
Years of service: 16
Last assignment: Fort Campbell, Ky.
Diversions: Softball
First impression: "Friendly control desk"

Sgt. 1st Class Steven Dubord
Processing NCOIC
Years of service: 17
Last assignment: Fort Wainwright, Alaska
Civilian education: Bachelor's and Associate degrees
Diversions: hunting and wood-working
First impression: "Efficient."

Fort Jackson MEPS

Sgt. Jacquelin Hamilton
Years of service: 6
Last assignment: Fort Gordon, Ga.
Diversions: sewing and reading
First impression: "Busy"

Staff Sgt. Ursula Stevens-Alston
Years of service: 13
Last assignment: Lackland Air Force Base, Texas
Diversions: spending time with family, volleyball, reading, traveling
First impression: "Cohesive unit"

Petty Officer 1st Class Annette Denise Green
Years of service: 17
Last assignment: Cherry Point, N.C.
Diversions: soccer, basketball, reading, church
First impression: "Busy"

Honolulu MEPS

Lt. Jeffrey Lahman
 Test Control Officer
Years of service: 15
Last assignment: Tyndall Air Force Base, Fla.
Diversions: fitness, water sports
First impression: "Great place to work!"

Petty Officer 2nd Class Carol Domino
 Medical Health Technician
Years of service: 13
Last assignment: BUMED

Petty Officer 2nd Class Ceara Alvis
 Medical Health Technician
Years of service: 9
Last assignment: Naval Hospital Guam

Gregory Wilburn
 Support Group Supervisor
Years of service: 27
Last assignment: G-8 Chief Marine Forces Pacific, Camp Smith, Hawaii
Diversions: fishing and reading
Military education: Financial Management and Instructor School
First impression: "Outstanding Organization!"

Lisa Moore
 Files Room Clerk
First impression: "Very positive environment, staff extremely willing to help."

Sgt. Tiffany Thompson
 Processing NCO
Years of service: 6
Last assignment: NCOA Germany

Jacksonville MEPS

Dwayne Carle
 Medical Clerk
Last assignment: Naval School of Health Sciences
Diversions: weightlifting, boxing, reading and eating
First impression: "A great place to work with very early hours."

Lisa Jones
 Health Technician
Last assignment: Worked as a Certified Pharmacy Technician in the NARCOTEC room for Pharmacia
Diversions: Power-walking, reading, spending time with my children
Civilian education: Completed requirements for Registered Nursing Program
First impression: "MEPS is a totally different world."

Staff Sgt. Juan Leon
 Military Processing Clerk
Years of service: 7
Last assignment: Shaw Air Force Base, S.C.
Diversions: computers and soccer
First impression: "A very busy place."

Sgt. Sandra Kennedy-Rivers
 Medical Technician
Years of service: 4
Last assignment: Fort Stewart, Ga.
Military education: PLDC
First impression: "I could not wait to get here."

Sgt. 1st Class Vidal Mireles
 Medical NCOIC
Years of service: 16
Last assignment: Fort Sam Houston, Texas
Military education: PLDC, BNCOC, ANCOC
Civilian education: Associate Degree in Nursing, working on Bachelor's
First impression: "A professional and friendly work environment."

Sgt. Sharon Jackson
 Military Processing Clerk
Years of service: 6
Last assignment: Fort Story, Va.
Diversions: singing, dancing, reading, and being with my son
Military education: PLDC
First impression: "It really looks like I will have my hands full, but it will be a great learning experience."

Kansas City MEPS

Petty Officer 2nd Class Jeffery Clark
 Operations Specialist
Years of service: 16
Last assignment: USS Nimitz
First impression: "Good."

Sgt. Tracy Stepherson
 Operations Specialist
Years of service: 8
Last assignment: White House Communications Agency
Military education: BNCOC

Sgt. Erika George
 Operations Specialist
Years of service: 6
Last assignment: Fort Bragg, North Carolina
Military education: PLDC

Little Rock MEPS

Sgt. Rocky Sudduth
 Control Desk NCO
Last assignment: 4/7 CAV - Korea
Years of service: 6
First impression: "Good!"

Petty Officer 2nd Class Sheldon Smith
 Travel Services NCO
Last assignment: USS Mobile Bay
Years of service: 6
First impression: "Good jovial attitude."

Edgar Stitt
 Education Services Specialist
Last assignment: Army Education Center, Kitzinger, Germany
First impression: "Very organized and professional."

Los Angeles MEPS

Sgt. Juel Mallard
 Test Specialist
Years of service: 4
Last assignment: Fort Drum, N.Y.
Military education: SIDPERS, PLDC, and CLS
Diversions: playing with my daughters
First impression: "I think that I will enjoy working here."

Petty Officer 3rd Class Sarah Wagner
 Health Technician
Years of service: 3
Last assignment: Coast Guard ISC, Kodiak, Alaska
Diversions: reading, going to the beach and hanging out
Military education: Health Service Technician School, Critical Incident Stress Management Certified, EMT
First impression: "Very busy."

Louisville MEPS

Sgt. Danielle Rash
 Processing Specialist
Years of service: 7
Last assignment: Schofield Barracks, Hawaii
Diversions: Computers
First impression: "Everyone seems very nice, so far, haven't been here long enough to decide how it is to work for a MEPS yet."

Omaha MEPS

1st Sgt. Thomas Thompson
 First Sergeant
Years of service: 16
Military education: First Sergeants Course
Civilian education: Bachelor's and Master's in Business Administration
Last assignment: Chief, Administrative Supervisor, Fort Knox, Ky.
Diversions: sports, reading, amusement parks, spending time with family
First impression: "What friendly people work here!"

Staff Sgt. Sherri Owsley
 Testing NCOIC
Years of service: 16
Military education: BNCOC (Honor Grad)
Last assignment: Fort McNair, D.C.

Sgt. Bridgette Jackson
Years of service: 5
Military education: Postal school, Armor school, PLDC
Last assignment: 55th Postal Company, Germany
Diversions: reading
First impression: "This is where it starts for everyone. Now that I am on active duty this is not the place I have to fear. I know what goes on behind the scenes."

Portland, Maine MEPS

Sgt. Michelle Armstead
 Military Processing Clerk
Years of service: 13
Last assignment: Theater Patient Movement Requirements Center-Europe (TPMRC-E) Ramstein, Germany
Diversions: Reading, music
Military education: Primary Leadership Development Course, Basic NCO Course
Civilian education: Associate degree
First impression: "A fun place!"

Jeffrey Allen Loser, D.O.
 Chief Medical Officer
Last assignment: Fee-basis practitioner for Harrisburg MEPS; ACMO Portland MEPS, traveling doctor

Diversions: Hockey, genealogy, and woodworking
Civilian education: D.O. degree from Philadelphia College of Osteopathic Medicine
First impression: "Very professional and friendly; excellent communication; great work environment."

Christopher Cosgrove

Medical Technician
Years of service: 5
Last assignment: 82nd Airborne Division, Fort Bragg, N.C.
Military education: Medical Specialist Course/ EMT
Civilian education: 54 credits, College Fay Tech for Emergency Medical Science

Raleigh MEPS

Capt. Willette Letitia Alston

Testing Officer in Charge
Years of services: 13
Last assignment: Adjutant General Captain Career Course
Civilian education: Bachelor's in Public Relations, Master's in Human Resource Management
Diversions: Spending time with family
First impression: "Professional and knowledgeable staff."

Sgt. Donna Jones

Operation Clerk
Years of service: 13
Last assignment: ROTC Fort Knox, Ky.
Diversions: Spending time with family
First impression: "Friendly staff."

Petty Officer 2nd Class

Scott Lark

Hospital Corpsman
Years of service: 13
Last assignment: Navel Under Sea Medical Technician
Diversions: Sports and spending time with family

Richmond MEPS

Senior Chief Petty Officer

Laurie Walsh

First Sergeant
Last assignment: USS John C. Stennis
Diversions: reading, antiques, and crafts
First impression: "Very organized and friendly."

Sgt. Sandra Duhart

Processing Specialist
Diversions: Reading, spending time with family.
First impression: "I believe I am going to enjoy working here. Everyone has such a friendly attitude."

Sgt. Nicholas Fenner

Testing Specialist
Last assignment: Camp Lejeune, N.C.
Diversions: Basketball, listening to music
First impression: "You will get what you put out."

Treon Simon

Correctional Medical Assistant
Diversions: Running, music, and reading
First impression: "Nice folk to work with, and a very good job."

Master Sgt. Fortino Garcia, Jr.

Medical NCOIC
Last assignment: Fort Sam Houston, San Antonio, Texas
Diversions: Sports
First impression: "Friendly environment."

Sioux Falls MEPS

Capt. Shawn Holzhauser

Test Control Officer
Years of service: 13
Last assignment: Fort Jackson, S.C.
Diversions: Hunting, woodworking, motorcycles
Civilian education: Bachelor's of Science in Biology, Master's in Human Resource Management
First impression: "Good morale and teamwork."

Spc. William Allen

Medical Specialist
Years of service: 4
Last assignment: HQ Company, 2/6 Infantry, Germany
Diversions: Running
First impression: "Very professional, I like it very much."

Tampa MEPS

Staff Sgt. George O'Dell

Medical Technician
Years of service: 11
Last assignment: 1/8 CAV, ICD, Fort Hood, Texas
Diversions: Travel, spending time with family
Military education: 19D, 95B, 91W AIT- PLDC, BNCOC
Civilian education: Associate degree
First impression: "Very different than TOE unit, this will be an interesting assignment."

MEPS Dossier

Introducing those who work around us
Western Sector



Petty Officer 2nd Class

Eric Brannigan Jr.

Military Processing Petty Officer San Diego MEPS

Hometown: Newnan, Ga.

Years in service: 11

Hobbies: Working Out

What he considers his single-most important achievement thus far in life: "Buying my first home."

Three things that can always be found in his refrigerator: Bread, water, and sandwich meat

Favorite movie: "Bad Boys. I really like the action and comedy."

Motto he lives by: "Live day by day."

His favorite pair of shoes and why: "K-Swiss. Because they fit my fat feet well!"

One food he can't live without: Pork chops

If he were stranded on a deserted island with just a boom box (and a lot of batteries), the three CDs he'd like to have would be: 50 Cent; 2-Pac (Me Against the World), R. Kelly (12 Play)

If he could have lunch with any person from history, who would it be and what would you ask them: Michael Clarke Duncan – "Can I get some money?"

The two greatest people he has met in his life and why: "My daughter, the love of my life, and my mother, for giving me life."

If he were an entertainer, he would be: A bodybuilder

If he were an animal, he would be: "A tiger."

If he were a car, he would be: "A pick-up truck, because I have been told I look like a truck driver."

His usual order at McDonald's?: Quarter pounder with cheese value meal.

His online name: ONE TIME

Albuquerque MEPS

Capt. Earl Zortman
Operations Officer
Years of service: 10
Departing for: Fort Jackson, S.C.
Award: Joint Service Commendation Medal
Most remembered for: "His go get 'em attitude."

Staff Sgt. Torenzo Davis
Processing Clerk
Years of service: 11
Departing for: U.S. Army Recruiting Battalion Chicago, Aurora, Ill.
Award: Joint Service Commendation Medal
Most remembered for: His charismatic appeal and stepping up to the plate whenever a job needs to be done.

Amarillo MEPS

Dr. Anthony Bamont
Chief Medical Officer
Years of service: 25
Departing for: Retirement
Award: Retirement certificate, pin
Most remembered for: Kindness to all and devotion to MEPCOM.

Dr. Cary Michael Carney
Education Services Specialist
Years of service: 3
Departing for: Lackland Air Force Base, Texas
Most remembered for: His great sense of humor and friendly, positive attitude.

Jane Paulette Burris
Assistant Budget Technician
Departing for: Retirement
Award: Retirement certificate, pin
Most remembered for: Her professionalism and meticulous attention to detail.

Boise MEPS

Petty Officer 2nd Class Jeffrey Thurman
Travel Specialist
Years of service: 20
Departing for: Retirement
Award: Joint Service Commendation Medal
Most remembered for: His dedication to duty and the MEPS mission.

Capt. Nathan Wilcox
Testing Control Officer
Years of service: 14
Departing for: Fort Hood, Texas
Award: Joint Service Commendation Medal
Most remembered for: His sense of humor.

Boston MEPS

Sgt. Domingo Pacheco
Processing Clerk
Years of service: 9
Award: Joint Service Commendation Medal
Most remembered for: "Get your foot off my furniture!"

Butte MEPS

1st Sgt. Shirley Rees
Years of service: 20
Departing for: Fort Lewis, Wash.
Award: Defense Meritorious Service Medal
Most remembered for: The ability to eat whatever she wanted (3 Maple Bars for breakfast, bag of popcorn for morning snack & a pork chop sandwich with fries for lunch) and never gain weight.

Chicago MEPS

Petty Officer 2nd Class Keith Sargent
Testing NCO
Years of service: 13
Next assignment: USS Enterprise
Award: Joint Service Commendation Medal
Most remembered for: Being a team player.

Petty Officer 2nd Class Lindsey Swain
Medical NCO
Years of service: 10
Next assignment: NSHS San Diego, Advanced X-ray School
Award: Joint Service Commendation Medal
Most remembered for: The amount of Pepsi he could drink.

Fargo MEPS

Sgt. Joshua M. Smeltzer
Assistant Test Control Officer
Years of service: 10
Departing for: Camp Coiner, Korea
Award: Joint Service Commendation Medal
Most remembered for: Professionalism, knowledgability, and dependability.

Fort Jackson MEPS

Staff Sgt. Charles Edmond
Processing NCO
Years of service: 9
Departing for: Fort Monroe, Va.
Awards: Joint Service Commendation Medal
Most remembered for: His big mouth, always talking, strongly opinionated, excellent knowledge of overall MEPS procedures, processing subject matter expert, helpful, trustworthy and friendly.

Staff Sgt. Patricia Young
Years of service: 12
Departing for: Fort Jackson, S.C.
Awards: Joint Service Commendation Medal
Most remembered for: Stands strong for what is right, impeccable processing knowledge, big sister, mentor, friendly, helpful, a "go to" person, an outstanding soldier.

Honolulu MEPS

Sgt. Craig Sterrette
Assistant Operations NCOIC
Years of service: 9
Departing for: XVIII Corps and Fort Bragg
Award: Joint Service Achievement Medal
Most remembered for: Making it happen, HOOAH!

Staff Sgt. Gourdine
Test Administrator
Years of service: 10
Departing for: 3rd Brigade ROTC, Monterey, Calif.
Outgoing award: Tarcom
Most remembered for: Creating a database for travel and CFC history making.

Jacksonville MEPS

Staff Sgt. Amanda Mallory
Military Processing Clerk
Years of service: 12
Departing for: Naval Consolidated Brig, Charleston, S.C.
Award: Joint Service Commendation Medal
Most remembered for: Her fast-talking and her son, Brandon.

Sgt. Teresa Norfleet
Military Processing Clerk
Years of service: 10
Departing for: ETS
Award: Joint Service Commendation Medal
Most remembered for: Always being quiet and her love for God.

Petty Officer 1st Class Willie Fleming
Military Processing Clerk Supervisor
Years of service: 19
Departing for: Iceland Naval Air Station
Award: Joint Service Commendation Medal
Most remembered for: "Shriff."

Terry Jones
Command Secretary
Years of service: 14
Departing for: Medical Retirement
Most remembered for: Her son Kyle and all of his artwork.

Little Rock MEPS

Petty Officer 1st Class Andrew Gaston
Testing NCOIC
Departing for: Subdebron—5th Detachment, Sierra, Wash.
Years of service: 11
Most remembered For: "My cup of coffee!"

Timothy Watterson
Education Services Specialist
Most remembered For: Working hard and having fun!

Louisville MEPS

Sgt. Christine Brown
Control Desk NCO
Years of service: 12
Departing for: Fort Meyers, Va.
Award: Joint Service Commendation Medal
Most remembered for: Enforcing the MEPS "SOP".

Sgt. William Faery
Medical Specialist
Years of service: 13
Departing for: Mannheim, Ga.
Award: Joint Service Commendation Medal
Most remembered for: His sense of humor.

Montgomery MEPS

Staff Sgt. Travis M. Cole
Test Administrator
Years of service: 12
Departing for: Fort Jackson, S.C.
Award: Joint Service Commendation Medal
Most remembered for: Sense of humor.

Omaha MEPS

Petty Officer 2nd Class Lawan Jackson
Test Administrator and Processing NCO
Years of service: 7
Departing for: USS Salvor; Pearl Harbor, Hawaii
Most remembered for: His positive attitude and sense of humor.

Raleigh MEPS

Petty Officer 2nd Class Mary Figuera
Years of service: 9
Departing for: Japan
Most remembered for: "Her proficient ways in handling medical consults and her smile."

Staff Sgt. Victoria Best
Testing NCOIC
Years of service: 10
Departing for: Fort Jackson, S.C.
Most remembered for: Her well-rounded knowledge of the MEPS.

Mentoring

program offers benefits for you, others

By Emily Nicholson
Equal Employment Opportunity Office

It is said that throughout life, individuals have had a mentor of one kind or other; someone they can look to for direction and perhaps emulate. Mentoring is a journey of shared knowledge and helping to shape the future through the process of skill building.

USMEPCOM's "Growing Through Mentoring" Program has been available since January 1997. Initially the program was only for Headquarters personnel. After it was restructured, all USMEPCOM employees—military and civilian—can participate.

USMEPCOM's Mentoring Program provides numerous benefits to the employee, as it is a method of sharing information that will help make an employee more competitive in the ever-changing workforce. It is an avenue of receiving guidance to create lasting skills that benefit long-term career goals. It is beneficial whether you are seeking information to help you advance in the career field you are in, or want to make a complete career change. Many times, an individual has an idea of what career path they would like to explore, they just need a map of how to get there.

What is a mentor?

A mentor is a person who possesses information and knowledge that is useful in helping the mentee make those decisions that will benefit their career. Through imparting this knowledge, the mentor is

able to hone leadership and interpersonal skills.

The ultimate benefactor of a mentoring program is the organization. While mentoring is not a substitute for a formal classroom in all situations, it is a learning enhancement tool. That tool can provide a cost effective means of achieving short-term training goals or improve employee skills and knowledge.

When you participate in the Mentoring Program through USMEPCOM the individual you are paired with may be several states away. That does not mean that participation in the program isn't possible, it simply means mentoring will be conducted through the use of e-mail or telephonic communication. A mentoring pair may consist of any combination of military and civilian personnel.

Before getting started in the program, evaluate the demands of your job in terms of current projects, work schedule, and TDY requirements. More than anything, evaluate yourself. Are you willing to listen, learn, take advice from others and use it to improve yourself? Are you willing to make assessments, provide constructive criticism, point out the obvious and keep the goals real?

How do you get started?

Register as a mentor or mentee by accessing USMEPCOM's web site. As a mentor, provide information concerning your professional and technical expertise, educational and training background, and

"What lies behind us and what lies before us are tiny matters compared to what lies within us."

~ Ralph Waldo Emerson

state the skills, knowledge and abilities you're willing to share.

An individual wishing to participate as a mentee will need to indicate the type of assistance or information being requested. When the information is received, the mentor information is placed on file to be later matched with a mentee who is looking for assistance. In some cases, your supervisor may need to approve your participation either as a mentor or mentee. Located in the website, there is a form the supervisor will need to complete.

To access the USMEPCOM website, go to: <https://mepnet.mepcom.army.mil/mepnet.asp>, enter Command Info, scroll down to the heading USMEPCOM Programs, under which you will find a hypertext for USMEPCOM Mentoring Program. This website also provides resource information essential for successful job search, creating resumes, honing interview skills and personal and professional development.

For more information on mentoring, you may contact Emily Nicholson, Mentoring Program Manager, at (847) 688-3680 ext. 7536, DSN 792-3680 ext. 7536, or via fax: (847) 688-3463.

Louisville hosts international delegates ... continued

Chile

Most recently, on April 10, Louisville MEPS was host to a Chilean delegation representing their Armed Force's Personnel Department. Once again, Hernandez's invaluable linguistic skills were utilized to facilitate a smooth interaction between the Chilean group and the MEPS staff. Following a brief given by Krieger, and inter-

preted by Hernandez, the group toured the facility; they spent the majority of their time in the Medical Section inquiring about the practice of fee-basis practitioners and medical consults.

Since Fall 2002, Louisville MEPS has had the distinct pleasure of hosting an eclectic array of nations. Coming from three continents, and literally around the world, these visitors gave Louisville

MEPS the opportunity to display the essential philosophy behind successful recruiting. Most importantly it allowed for the interaction between MEPS staff and their foreign counterparts; the building and forging of bonds between Louisville MEPS and the various countries from across the world has served to strengthen the integral bond of global cohesiveness.

Louisville first sergeant inducted as Kentucky Colonel

by Lt. Brian Baker
Operations Officer

Louisville MEPS 1st Sgt. James McLimore joined Bob Hope, Joan Crawford, Mae West, Muhammed Ali, President Lyndon B. Johnson, John Glenn, General Omar Bradley, Tiger Woods, Winston Churchill, and Pope John Paul II, when he was inducted into the Honorable Order of Kentucky Colonels.

The Kentucky Army National Guard nominated McLimore for his endearing and devoted service to his local community. He received his commission from fellow Kentucky Colonel and Louisville MEPS Commander, Lt. Col. Jeffrey Krieger.

Commissions are given directly from the Governor of the Commonwealth of Kentucky, and may only be presented by

an existing Kentucky Colonel. Completely taken by surprise, McLimore said, "I had no idea that I was going to receive this ... it is certainly an honor and something I shall cherish and take a great deal of pride in."

Kentucky Colonels are the state's ambassadors of good will and fellowship, annually contributing over one million dollars to 140 organizations worldwide. Past efforts have led to the construction of the first cancer treatment center in the state as well as numerous youth centers. Through fund-raising ventures and donation drives, the Kentucky Colonels strive to improve and better the regional community and to touch as many lives as possible.

In 1813, Gov. Isaac Shelby, in his second term in office, commissioned his son-in-law, Charles Todd, as Colonel of the

Kentucky Militia. From this auspicious beginning, the legacy of Kentucky Colonels has grown and thrived under the premise of good will and service to the community. In 1931, Gov. Flem Sampson officially organized the surviving Kentucky Colonels into a formal organization dedicated to the preservation of Kentucky heritage and the stewardship of the Bluegrass State.

McLimore joins a distinguished and renowned group of individuals who encompass the entire spectrum of professional and private endeavors; whether they are doctors, businessmen, civilian, military, male or female, all Kentucky Colonels have been bestowed with this honor because of their service to the local community, state, nation, or humanity as a whole.

KC Gideon reaches out to young men and women for 30 years

Every journey begins with the first step and a moment in time. More than 60 years ago Cecil Ross was called upon to serve his country in World War II.

After a quick tour through recruit training, Ross found himself landing on the shores of North Africa. Most of the details are hazy from that day, but he distinctly remembers, "it was the first time I'd been given a Gideon bible."

Upon returning to the United States the Maryville, Mo. native decided to get away from

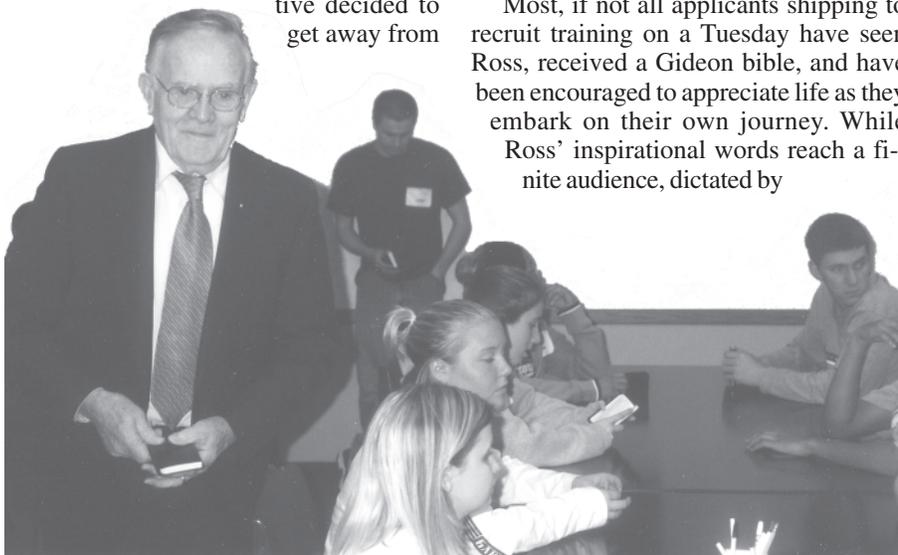
the rural Midwest and take up residence in Kansas City. Nearly 30 years later, in the early 1970s, the Gideon bible found Ross yet again. This time he was approached at work and asked to become a member and representative of the organization. After a brief talk with his boss, Ross began volunteer work with Kansas City MEPS, for one day a week every week. After another 30 something years and hundreds of 'Tuesdays' later, Ross is still going strong.

Most, if not all applicants shipping to recruit training on a Tuesday have seen Ross, received a Gideon bible, and have been encouraged to appreciate life as they embark on their own journey. While Ross' inspirational words reach a finite audience, dictated by

the number of applicants he sees, he says "it is estimated that every bible handed out will touch 3,000 different people over the course of seven years." Considering Ross has single handedly passed out over 40,000 Gideon bibles, the number of lives touched reaches into the millions.

When asked about his motivation he smiles and states immediately, "the young men and women. I can be having a terrible day, but when I see their faces and their energy I instantly become rejuvenated." He also recalls that once upon a time there were no female applicants, or at least hardly any. And he's also seen the transformation of applicants. "Now you see a lot of clean-cut and upstanding young men and women. The quality has certainly gotten better," said Ross.

Ross is one of nine Gideon representatives who visit the MEPS regularly, all ranging in time from 1 year to 34. Their cause is one of respect, loyalty and dedication. Their reward can be as simple as a smile from an applicant, but mostly they appreciate the idea that they may impact the lives of so many people. The Gideons International, founded in 1899, now reaches out to 175 countries and acts as a missionary arm of the church.



Memphis speaker tells of Dr. Martin Luther King's last hour

For their Black History Month celebration, the Rev. Samuel "Billy" Kyles, a prominent member of the Memphis community and the Civil Rights movement, spoke to Memphis MEPS personnel about Dr. Martin Luther King Jr.

Kyles was on the balcony of the now famous Lorraine Motel where Dr. King was assassinated. Kyles is the only person still living who was with King during the last hour of his life.

Kyles gave an eyewitness account of the last moments of King's life. He recounted what life was like for African-Americans living in the South during segregation. Also, he gave his perspective of how far the nation has progressed in improving civil liberties and relations among all people.

Kyles is currently the pastor of the Monumental Baptist Church. He has been since 1959, and is the only pastor in the church's history. He has a national evangel listing and has several religious affiliations, including the Progressive National

Baptist Convention, and the World Baptist Alliance. He is a member of the Religious Action Network and the Memphis Sunday School and Baptist Training Congress. He has also served on the Board of Directors for Morehouse School of Religion and was formerly an instructor at the National Training Congress of the P.N.B.C.

Kyles has had several civic and professional experiences serving on different committees and boards to include President of Monumental Pride Homes, founding National Board Member of People United to Save Humanity. He was the national coordinator for Reverend Jesse Jackson's 1984 and 1988 presidential campaigns. A delegate to the African American Summit; and one of 600 delegates to the African National Congress. Kyles has appeared on the television documentaries, "Who shot Martin Luther King?" "At the River I Stand," and the "Trial of James Earl Ray." Last, but certainly not least, he served at the White House as a panelist



Memphis MEPS Medical Technician, Sam Wiggins (right) poses for a photo with the Rev. Samuel Kyles in front of the National Civil Rights Museum's traveling display.

for the White House Conference on Hate Crimes. Kyles has received numerous awards and honors to include the Tennessee Living Legend award in 1992.

Speaker in Tampa suggests, 'Trample on Fears!'

by Veronica Bistrovic
Manager, ASVAB Career Exploration Program

For Tampa MEPS' Women's History Program, with the theme, "Women Pioneering the Future," four senior enlisted women shared their experiences as female pioneers in their respective services.

The guest speakers were Marine Corps Sgt. Maj. Sheila Skinner from Orlando, Fla.; Army Master Sgt. Carla Powell, MacDill Air Force Base; Air Force Senior Master Sgt. Janie Church, MacDill AFB; and Navy Chief Petty Officer Tracie Robinson.

With a total of more than 75 years of service, the women were certainly well qualified to not only pass along their insights into life as a female in the military, but also to life in general.

Church struck at the heart of the dilemma of retaining the qualities that differentiate the two sexes—being a female in a male-oriented organization. Her three keys to being a pioneer are:

1. "Trample on fears." If we are able to recognize our fears and be willing to capture them and stamp them out, then we grow—in self-awareness, potential for leadership, and, especially, in self-worth.

2. "Accept who you are." To effectively manage yourself in the military, know what sets you apart from others—your attitude, behavior, appearance, likes or dislikes. And deal with the differences to ensure that your contributions add to your group's

mission. So many times we try to be someone else—someone we admire for her physical, mental or technical abilities. God created only one of us; the mold was destroyed and there's no blue print to copy. Only you can do what you do, how you do it!

And finally, the message that gave us all pause—

3. "Have a Living Hope. This country was built on trust in God. Without hope life is dead. My hope is in the Lord, my God."

MEPS' Lt. Cmdr. Johnna Marchant thanked them all for their inspiring messages, presented them with Certificates of Appreciation and escorted them into the luncheon. The guests graciously answered questions between bites of food before MEPS staff returned to their posts to carry on with their duties.

Lydia Glover, budget accounting assistant, and chairperson of the "WHM" observance, and committee members—Lilly Garcia, Headquarters Secretary, Petty Officer 2nd Class Murray, Operations, and Sgt. Mitchell, PSNCO are to be commended for their efforts—not only for the inspiring speakers and wonderful luncheon, but for the commemorative displays that decorated the halls and provided staffers with anecdotes on contributions made by military women serving from the Revolutionary War through the Civil War, the War of 1812, World War One and Two, Korea, Vietnam, Grenada and Panama, Desert Storm and Operation Desert Fox, Somalia, Bosnia, Operation Enduring Freedom and now Operation Iraqi Freedom.

Mish-mash Atlanta team takes championship

By Tech Sgt. Gary J. Kunich
Messenger Associate Editor

When the Atlanta MEPS fielded a flag football team made up of a mish-mash of multiple military branches and a couple civilians for the Fort McPherson intramural league, the other Army teams shrugged them off.

Bad move.

"Course, we show up and we've got all branches. We've got Air Force, Navy, and even a Coast Guard coach. The Army teams looked at us like we weren't 'hooah,'" said defensive coach Capt. Eugene Moore, who packs 216 pounds on his 6-foot, Air Force frame.

The team that supposedly wasn't "hooah" enough to play flag football in an Army intramural league took the regular season championship and the tournament championship, finishing with a final 9-1 record. And they beat the military police team, 12-9, in the final game, on the foot and 40-yard field goal of Army Staff Sgt. Ruben Romero, who played for the cops the year before.

Romero is a part of the Army Personnel Command who works at the Atlanta Airport, and the MEPS asked him to join their team.

"Usually I played with the MPs, but they had so many people this year, they couldn't pick me up," Romero chuckled. "They were giving me a hard time, calling me a traitor. We're all good friends. I told them, 'I'm no traitor. You guys could have had me.'"

Just the same, the MEPS coach, Coast Guard Petty Officer 2nd Class Eric Lowe, said he was happier with Romero on their side.

"We probably won four of our nine games because of him," Lowe said.

Lowe said he put together a team comprised of "at least one person from each branch of the military, and a couple of civilians," but what the team lacked—a breakout all-star—it made up for in team play. That's a good thing when you consider with only 12 players, they played iron man ball, with some of the same players taking positions on offense and defense.

"We weren't the biggest, strongest, or fastest, but we were the best coached," laughed the coach. "Seriously, it was the teamwork because we played so well together. Some of the teams came out there with people coming out of the woodwork.

They had offense, defense, special teams, whatever. We were a small group, but we're tight, and able to work together."

A defensive line weighing in at 850-plus pounds didn't hurt, either, especially during the tournament that was nasty, muddy, and wet.

"There was about an inch of standing water, right in the middle of the field, covering all the mud," said Moore. "All of us on the defensive line are big and we lift weights, and we were able to anchor down in the mud and push people around."

And in this league where hard contact was the norm, Moore said it was all the more important to match the other teams blow for blow. But because of their 7-1 regular season record, they got a bye for the first game of the tournament.

"It helped us heal up a bit," Moore said. "There was a lot of pain. It was a tough league. There were broken noses, cracked jaws. I had a dislocated shoulder from the middle of the season that I didn't put back (in place) until the last game."

It's just too painful to keep typing the rest of the story after that comment.

Seattle softball team wins by focusing on fun

OK, so maybe the Seattle MEPS debut but softball season late last year isn't the stuff of made-for-TV movies. There were no come-from-behind wins. Come to think of it, there weren't many wins at all, but that didn't stop them from making the most of the situation.

"Hey, we had a lot of fun," said Petty Officer 2nd Class Josh Perdue, who put the team together and coached them for the park and recreation league.

A lot of fun? Isn't that code for, "We didn't do very well."

With a 2-8 record and a combined losing score of, well, a lot of points, Perdue was quick to look at the positive.

"At least we didn't come in last place," he laughed.

Perdue helped organize about 14 people from the MEPS and some family members to make up the team. They practiced once a week, and played a double-header every Sunday.

Like any good military team, they might not have been the best, but Perdue said that didn't stop some teammates from talking smack.

"Some of us did, anyway," he said. "But some of us just kept our mouth shut. We probably needed to be a little better to back it up."

That didn't mean they didn't try, said teammate Lt. Micah Mattson.

"I was out there trying to get them fired up. 'We need to do this, we need to do that.' They just looked at me and said, 'Lieutenant, we've got three weeks left. It's not going to make a difference.'"

And so the Seattle MEPS team concentrated on the fun. And as things would turn out, they even beat the team that went on to win the championship, so it wasn't all so bad.

"We had small goals," Mattson said. "One more game, and we're not last place."



The Seattle MEPS softball team.

That distinction went to another team that went 1-9.

Maybe the Seattle sluggers are a glutton for punishment, or maybe they're ready to prove their detractors wrong. But don't give up on them just yet.

"We're getting our team together," Purdue said.

Multiservice Chicago group runs in Army Ten-Miler

By Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

The secret was a lot of hot dogs, said Sgt. Erika Espinosa from the Chicago MEPS, after she completed the annual Army 10-Mile Run.

"We tried not to eat them, just sell them. Hot dogs galore," said Espinosa, who organized several fund raisers so she and seven of her colleagues from the MEPS could pay for the trip to Washington D.C. for the annual event. They raised so much money, the runners only had to pay out of pocket for their airfare to the race.

Besides Espinosa, Sgts. Steven Hadder, Bernardo Knight, Roxanna Brown, Sonya Jones, and 1st Sgt. Tammy Shaver-Perry represented the green-suiters at the run.

But this wasn't just an Army thing.

Coast Guard Petty Officer 2nd Class Celeste Safford, and Navy Petty Officer 2nd Class Nelson Gonzalez Jr. also hoofed it for the Chicago MEPS.

"It's just one of those things I wanted to accomplish," Safford said. "I'm not really a runner, but as time went on, some people talked to me and convinced me I could do it."

Safford said Espinosa gets a lot of the credit for her finishing the race.

"She probably could have done it in 45 minutes if she wanted to, but she stayed with me and kept me inspired," said Safford.

"We had a lot of camaraderie," said Espinosa. "I told her, 'I ain't leaving you out here. We came together, and we're gonna finish together.'"

Safford finished in 2:06:58, and Espinosa in 2:06:59.

This is something Espinosa said she wanted to do for the last four years but assignments and deployments kept her away from the race. One year she was in the Middle East, and the following year, it was canceled because of 9-11. Although the run normally attracts thousands from around the States, some people dropped out of last year's run at the last minute because of the Washington D.C. snipers.

"There were some jokes about that, but you can't stay inside your whole life," Safford said.

For Brown, this was a second-in-a-life-time-type event. She first got an all-expenses-paid trip from Camp Zama, Japan, to run the 10-miler in 1998, after she beat a group of other women.

"It was still hard, though," she laughed. "Around mile seven, I said, 'Remind me why I'm doing this again?'"

Whatever the reason, Brown must have found an answer because she and the others are already talking about doing it again.



The Chicago MEPS service members who participated in the Army Ten-Miler.

This year's Army 10-miler takes place Oct. 5. For more information, go to www.armytenmiler.com

More than 11,000 runners participated in last year's Army 10-Mile Run. Here's how the Chicago MEPS fared:

- Army Sgt. Bernardo Knight' — 1:29:20
- Navy Petty Officer 2nd Class Nelson Gonzalez Jr. — 1:33:06
- Army Sgt. Steven Hadder — 1:38:00
- Army Sgt. Roxanna Brown — 1:50:20
- Army 1st Sgt. Tammy Shaver-Perry — 1:59:34
- Army Sgt. Sonya Jones — 2:24:59
- Coast Guard Petty Officer 2nd Class Celeste Safford — 2:06:58
- Army Sgt. Erika Espinosa — 2:06:59

COMMUNITY



Petty Officer 2nd Class James Karnopp and his wife, Kati are both volunteer firefighters for their local fire department.

Navy corpsman also a fireman

Petty Officer 2nd Class James Karnopp a health technician at Sioux Falls MEPS, and his wife Kati are contributing to their community as volunteer firefighters for their local fire department.

"I want to be involved and show a strong military presence in a city with few ties to the military allows me to enjoy life here in the Midwest and contribute to the community."

Both Karnopps attended and passed the State of South Dakota Firefighter I Train-

ing Course upon arriving to Sioux Falls in November 2001.

The training consisted of the following; safety, fire behavior, extinguishers, protective equipment, ropes and knots, rescue extrication and many others. They respond to structure fires, vehicle accidents and medical calls weekly. Both have been commended by the City of Crooks for their time and effort and are considered a valuable asset to the overall team.

Despite a broken toe, soldier takes first in Tae Kwon Do tournament

By Tech. Sgt. Gary J. Kunich
Messenger Associate Editor

As soon as his foot made contact with a left, roundhouse kick, Army Sgt. Michael Boone of the San Jose MEPS knew he was hurt. And so did his coach, Marine Staff Sgt. Carlos Davila.

"He looked over at me and I could see he was in pain. I felt it," he said. "But I also had faith in him."

Boone's toe was broken, but his spirit wasn't, and he went on to take the gold medal in the white belt heavyweight division of a recent Tae Kwon Do tournament.

"He dominated the other fighters with relentless kicks and a fierceness you don't often see at that level," said Davila, who also holds a blue belt and won the silver in his category that day.

But this isn't a story about Davila, because he said he'd much rather deflect the spotlight from him and shine it on Boone.

"I'm really proud of him," the Marine said. "He's a great Army soldier with a positive attitude, and he's someone who is going to go a long way. I knew he'd do well in the tournament."

Davila is the reason Boone was even there in the first place. The two are best friends and roommates. Davila invited his friend to the Tae Kwon Do studio to watch him work out, and after he tried it, he was hooked.

It was only natural for him to ask Davila to be his coach at his first-ever tournament.

"It was a big tournament, and he's been around and knows what to do," Boone said, "so I had a lot of trust in him."

"This sport does involve a lot of trust," Davila added.

"He has trust in me, and I have trust in him, and that's why he asked me to sit in the (coach's) chair."

Even after breaking his toe, Boone still had to get through one more person for the gold medal. After winning the second match, 8-2, he limped back over to Davila.

"I told him it's all mind over matter, and if he didn't mind the pain, it wouldn't matter," Davila said. "I know that's hokey, but it's true. This was his moment of glory."

And Boone went back to win the third and final match of the day.

He's still resting his foot, but is anxious to get back into competitive fighting, and moving up in the ranks. He likes the gold medal, but is tired of the white belt.

"I can't sit still, and I can't wait to get back," he said. "My goal is to make it to black belt. I've got to get back into training."

From what Davila says, that shouldn't be long.

"He's such a quiet and humble soldier outside of the ring," Davila said, "but while he is inside the ring, he is a completely different person."



Army Sgt. Michael Boone

MEPS Dossier

Introducing those who work around us
Eastern Sector



Marine Sgt. Anibal Cabral Processing Clerk Boston MEPS

Hometown: Bronx, N.Y.

Years in service: 3

Hobbies: Computer programming and reading

Three things that can always be found in his refrigerator: Milk, eggs, and water

Last book he read: Stephen King's "Bag of Bones"

Favorite movie: Scarface

Motto he lives by: "Do or die."

Times per year he changes his hairstyle: 3

One food he can't live without: Lobster.

If he were stranded on a deserted island with just a boom box (and a lot of batteries), the three CDs he'd like to have would be: 50 Cent, Eminem, and Reggae Gold 2002

If he could have lunch with any person from history, who would it be and what would he ask them: Albert Einstein — "Why did he fail math in high school?"

The two greatest people he met in his life and why: "My father for taking care of his family, and my wife for helping me realize my dreams."

If he were an entertainer, he would be: A talk show host

If he were an animal, he would be: A tiger

If he were a car, he would be: A Lamborghini

What's his usual order at McDonald's?: "I don't eat fast food."

What is his online name: Drklight

What would he do if he had three hours to himself: Sleep



Past, present and future docs attend Jackson retirement

Past, present and future MEPS doctors attended the retirement of Jackson MEPS Chief Medical Officer, Dr. Wallace Caldwell (second from left). The photo includes (from left) longtime fee-basis practitioner, Dr. William Long, Caldwell, Dr. W. E. Lotterhos who served as CMO from 1987 to 1997, and incoming CMO, Dr. James W. Bailey. Caldwell was the Jackson MEPS CMO from 1997 to 2002 and, upon his retirement, he received a Mississippi Army National Guard plaque, MEPS plaque, Department of Army Certificate of Appreciation and Eastern Sector Commander's Award for Civilian Service. During the ceremony MEPS personnel unveiled a framed photo of Caldwell that will join other photos of distinguished MEPS retirees as part of Jackson MEPS' Wall of Fame. *Submitted by Aretha Lawson, photo by Billy Rushing*

Continuing education a way of life in Memphis

By Capt. Darrell Phillips
Operations Officer

In the course of the 30 months of my Memphis MEPS assignment, about 75 percent of all military personnel, to include 100 percent of all Army personnel, have enrolled in some form of college course work.

Last spring, Sgt. 1st Class Tiffany Dawson led the charge for our Army personnel. She took the initiative to travel to Fort Campbell and inquire about the Army's newest online college program named eArmyU. This program gives soldiers their very own laptop computer, printer, free Internet access and pays tuition and books for any classes they take. The only requirement is that they must complete 12 hours of course work within a 24-month period. Once soldiers complete 12 hours, they own the equipment.

Currently, the Memphis MEPS cumulative GPA is 3.75 with more than 69 semesters hours taken:

- Army Sgt. Tony Winn, Central Texas College, GPA 4.00, 3 hours, general

studies for Associate Degree

- Army Sgt. Bridgett Knatt, Central Texas College, GPA 3.5, 12 hours, general studies for Associate Degree
- Army Sgt. Alicia Wilkerson, Central Texas College, GPA 4.00, 6 hours, general studies, Associate Degree
- Army Sgt. 1st Class Tiffany Dawson, Creighton University, GPA 3.25, Bachelor's in Business Management
- Air Force Tech. Sgt. (S) Daniel Boyer, University of Memphis, GPA 3.22, 9 hours, physical education, Bachelor's Degree
- Verna Nickleberry, Supply Tech, University of Memphis, GPA 3.66, Master of Science in Education
- Army Capt. Darrell Phillips, Troy State University, GPA 4.00, Master of Science in Criminal Justice and Public Administration

At Memphis MEPS we strive for excellence in all we do. In order for us to be the best, we have to become the best in all that we do—to include continuing our education.

"Power is knowledge and knowledge is power!"

Baltimore graduates ...

by Lt. Brandon Cornett
Operations Officer and Public Affairs
Representative, Baltimore MEPS

Sergeants Jason Fox and Roderick Wooten, both of Baltimore MEPS, successfully completed the Basic Non-Commissioned Officer Course recently.

Fox received additional recognitions as well. He received a certificate of recognition (and the accompanying coin of excellence) for being Honor Graduate of his class, an achievement determined by highest grade point average. Also, he received the Distinguished Leadership Award (and another coin), having been singled out by his peers for the distinct ability to lead and motivate others.



Sgt. Jason Fox "balances" his awards, citations and coins, all attained during his BNCOC attendance.

BIRTHS

JACKSONVILLE MEPS

Cmdr. Elizabeth Froslee and her husband, **Lt. Cmdr. Mike Froslee**, a daughter, **Brigitte Ruth**.

LOS ANGELES MEPS

Petty Officer 2nd class Benjamin Morando and his wife, **Yesenia**, a daughter, **Yesenia**, 7 pounds, 7 ounces, 18 1/2 inches.

SALT LAKE CITY MEPS

Rafe Homan and his wife, **Melissa**, a son, **Ethan Allen**, 6 pounds, 5 ounces, 18 1/2 inches.

CONGRATS!

FORT JACKSON MEPS

To **Petty Officer 2nd Class Julie Schussler** on her marriage to **Tech. Sgt. Keith Coyle**.

Road to commissioning paved with dedication and hard work

Air Force Staff Sgt. Craig Pryor of Memphis MEPS was commissioned to second lieutenant recently, but the road to that day required a lot of dedication and hard work.

Despite his busy schedule, Pryor played semiprofessional football, while stationed at his last assignment at Eglin Air Force Base, Fla. He participated in off-duty education with an aim of earning a professional degree and possibly a commission in the Air Force. That opportunity presented itself when he was accepted into

the Indiana Wesleyan University Nursing Program in August 2000.

Pryor requested and was transferred to Lansing MEPS in close proximity of Wesleyan University. Despite a full, demanding work schedule, he enrolled, completed his studies and earned his nursing degree in 19 months. He drove from Michigan to Indiana to attend classes 2-3 days a week, in addition to a part time job as a nurse. He completed graduation requirements Aug. 14, with a 3.5 grade-point

average. He then applied for, and was accepted into the Air Force Nurse Corps.

Pryor was born in Muncie, Ind., and attended Ball State University where he was a running back on the football team. He joined the Air Force in 1989 as a medical service specialist. His first assignment was to the 96th Aerospace Medicine Squadron at Eglin.

Pryor said he's grateful for the support he's received from his wife, Selene, on his road to commissioning.

New Orleans bids farewell to NCOIC in kingly style

New Orleans MEPS bid farewell to Sgt. 1st Class Harvey Landy, in their own special style with a king cake celebration.

Landy was a top-notch NCOIC, and refereed high school football, basketball, and baseball games throughout Southern Louisiana and Mississippi during his off time. His contributions to the MEPS and the community will be missed. The MEPS staff wishes him good luck in his twilight tour at Fort Rucker, Ala.

During the farewell ceremony, staff members made remarks, and gave gifts to Landy. He was well known for his passion for coffee throughout the command so they gave him a coffee maker and variety of coffee flavors as one of his many farewell gifts. New Orleans MEPS Commander, Maj. J. W. Perfetti, gave the closing remarks and presented Landy with the Joint Service Commendation Medal.

Landy passed on some lessons learned from his time at the MEPS.

"I found this to be a challenging assignment, however, it gave me an opportunity

to supervise and work with civilians for the first time in my career. The experience helped me to sharpen my human relations skills. In addition, this assignment has given me the opportunity to maximize my professional growth through college education.

Landy credited retired, former Western Sector Command Sgt. Maj. Washington for stressing the importance of furthering education, and proper senior enlisted mentorship for professional growth and development.

"Because of his mentorship, I am only 16 hours away from a bachelors' degree in business leadership and communication," Landy said.

"I will miss USMEPCOM. The most important lesson I learned is the power of networking. It allowed me to communicate and seek assistance from any MEPS. I did not know it all, but it helps to know that 64 other MEPS may have an answer to the problem.

"Although this assignment was challenging, I was afforded the time to participate in the New Orleans culture. I was

able to enjoy my sporting events, attend social events, and assist in charity events. Not everyone can say they were able to eat Cajun food, participate in a Mardi Gras Festivity, or see a live' *Second Line* (a Mardi Gras style parade) performed. I thoroughly enjoyed being the medical NCOIC for the past three years."

After everyone's remarks, the group concluded the event with its annual king cake celebration. The king cake tradition dates back to 12th century France and is served between the Epiphany (King's Day) and Mardi Gras. The king cake tradition in New Orleans area began before the United States bought the Louisiana Purchase from France and even before Mardi Gras. French immigrants brought the tradition with them when they fled from religious persecution. The king cake honors the three kings, or wise men who visited baby Jesus. The cake is not like a traditional cake, it is like a huge honey bun with fruit topping and icing. Landy cut the first piece as the honoree, and then the rest of the staff quickly dove in.

Fond Farewells (continued)

Raleigh MEPS

Staff Sgt. Constance James
Medical technician
Years of service: 9
Departing for: Fort Bragg, N.C.,
Womack Army Medical Center
Most remembered for: Her
knowledge as a medical
technician.

Richmond MEPS

Staff Sgt. Vanessa Carden
Transportation NCO
Departing for: Army Recruiting
Battalion Pittsburgh
Award: Joint Service
Commendation Medal
Most remembered for: Being the
"let's just get it done" soldier.

Sgt. Luz Rodriguez
Breakdown & Transportation
NCO
Award: Joint Service
Commendation Medal
Departing for: 3rd Infantry Brigade
Most remembered for: "Being the
Drill Sergeant that the applicants
know and love."

Sgt. Edwin Vargas
Control Desk/Consult Manager
Award: Joint Service
Achievement Medal
Departing for: 1st BN 1st SFG
Airborne Stuttgart, Germany.
Most remembered for: Being the
"I can help" soldier.

**Master Chief Petty Officer
Christopher Cerrato**
First Sergeant
Award: Defense Meritorious
Service Medal
Departing for: USS Jacksonville

Sioux Falls

Capt. Geno Grandinette
Operations Officer
Years of service: 12
Departing for: Fort Jackson, S.C.
Award: Joint Service
Commendation Medal

HQ USMEPCOM

Staff Sgt. LáReshia Poe, promotion; **Capt. James Lamb, Sgt. 1st Class Davis Gray**, Defense Meritorious Service Medal; **Capt. Matthew Burton, Senior Chief Petty Officer Gerald Nealy, Sgt. 1st Class Robin Beamon, Staff Sgt. Richard Ward, Michelle Feigen**, Certificates of Appreciation (Black History Month Committee); **Diana Jones, Margaret Shymanik**, Citation from Louisville MEPS; **Terri Rogers**, Certificate of Appreciation; **Capt. Milton Clausen**, Letter of Appreciation (Boy Scouts of Troop 90); **Sgt. 1st Class Ronald Nelms**, Joint Service Commendation Medal, Good Conduct Medal (6th Award); **Maj. Curt Steinagel**, Joint Service Commendation Medal (1st Oak Leaf Cluster); **Col. Brian Brown, Master Sgt. Todd Turner**, Joint Service

Achievement Medal; **Master Gunnery Sgt. Slinger**, Joint Service Achievement Medal (1st Oak Leaf Cluster); **Staff Sgt. Richard Ward**, Joint Service Achievement Medal (2nd Oak Leaf Cluster); **Daniel Trew, Art Heintz, Gloria Hurt, Gaylan Johnson, Laura Peroutka, Skip Wiseman**, Achievement Medal for Civilian Service; **Kim Collins**, 30 Years Government Service; **Jim Meyer**, 30 Years Government Service; **Kent Morgan**, 25 Years Government Service; **Lucretia Malmberg**, 20 Years Government Service

EASTERN SECTOR HQ

Ila David, nominated for Chicago Federal Employee of the Year (Outstanding Secretarial and Clerical Employee); **Don Hill**, nominated for Chicago Federal Employee of the Year (Outstanding Professional category)

AMARILLO MEPS

Staff Sgt. Hernandez, Petty Officer 1st Class Johnson, promotion

BOSTON MEPS

Cmdr. Anna R. Kubera, promotion; **Sgt. Domingo Pacheco**, Joint Service Commendation Medal; **Sgt. Melody Dawson**, selection for staff sergeant; **Chuck Savage**, Boston MEPS Civilian of the Year; **2nd Lt. Shaalim David**, selection for first lieutenant; **Staff Sgt. Lawanda Johnson**, promotion

FORT JACKSON MEPS

Dennis Holman, Civilian of the 4th Quarter; **Staff Sgt. Lewis McCoy, Jr.**, Military Member of the 4th Quarter

HONOLULU MEPS

Staff Sgt. Michael Duke, promotion; **Dr. John Kustermann**, 30 years of government service

LOS ANGELES MEPS

Sgt. Alice Clouse, graduation from Basic Noncommissioned Officers Course

PORTLAND, MAINE MEPS

Master Sgt. Timothy Morse, promoted.

RICHMOND MEPS

Marcia Jones, 5 years of government service; **Sonya Henderson**, 10 years of government service; **Staff Sgt. Shanwte Reynolds**, Military Member of the 1st Quarter; **Vera Waathan**, Civilian Member of the 1st Quarter; **Staff Sgt. Curtis Keith**, Commander's Special Award; **Harold Davis**, Commander's Special Award

HQ Comings & Goings

Civilian Personnel Office

Peggy O'Connell returns to USMEPCOM as a human resources (classification) specialist. Her last position was with the Department of Housing and Urban Development in Chicago, Ill.

Victor Rivera transferred from Eastern Sector, USMEPCOM, where he was an awards clerk, to CPO where he is the new secretary.

Equal Employment Opportunity

Emily Nicholson is the new EEO specialist/Special Emphasis Program manager. Her last position was as a senior federal investigator for the U.S. Equal Employment Opportunity Commission for almost nine years. In addition to Special Emphasis Programs, Nicholson is the Mentoring Program manager and will assist with equal opportunity issues, special emphasis programs and observances.

Facilities

Theresa Odom is the new Facilities Directorate secretary. Her last position was as the commanding officer's secretary at Personnel Support Activity, Great Lakes, Ill.

Information Technology

Robert Morris, director of IT, left the command in March. His plans for the future include enjoying time off and looking for a part-time job working with guitars.

Robert Nyck, chief of Plans Division, left the command in May. His plans for the future include traveling with family and friends and enjoying his hobbies of landscaping, gardening, and model railroading. He also plans to learn to play golf.

Sgt. 1st Class Davis Gray, a programmer/analyst and NCOIC of IT, left the command and retired from the Army. He plans to find a new job and enjoy spending time with family.

Mark Harmon will work on a variety of IT projects as an IT specialist in the Plans Division. His last position was with the Personnel Support Activity, Great Lakes, Ill.

Medical Directorate

As the command medical superintendent, **Senior Master Sgt. Eleanor Humphrey** is the senior medical enlisted advisor to the command surgeon and program manager for projects that fall within that purview. She arrived in April from her last assignment as executive office of the 1st Medical Group, Langley Air Force Base.

Operations

Vollene (Maree) Schlickerieder, USMEPCOM education services specialist in the Testing Division, left the command for a position as the director, SHAPE Education Center, Mons, Belgium.

As the new liaison travel specialist in the Liaison Division, **Sabrina Sanders** will resolve travel issues with the MEPS, training and reception centers, and other members of the accession community. She has more than 20 years federal service and her last assignment was with the Selective Service System. She enjoys reading, walking, spending quality time with family, cooking, shopping, and traveling.

Resource Management

Carter Blakeman left the command in April. He was a program analyst. His plans for the future include pursuing a teaching career.

Sgt. Gerald Garnett joined the Logistics Support Branch in April as the new USMEPCOM Headquarters supply sergeant. His last position was with the 101st Aviation Brigade at Fort Campbell, Ky.

U.S. Military Entrance Processing Command

Our Vision

USMEPCOM is recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification.

Our Mission

Ensure the quality of military accessions during peacetime and mobilization in accordance with established standards.

Our Values

Integrity

Integrity is non-negotiable. Our whole existence depends on impartial processing, professional competence and customer trust.

Service

We take care of our customers (applicants, recruiting services, reception centers, and American people) as we would expect our families or ourselves to be treated.

Teamwork

We constantly evaluate and improve our processes by optimizing resources, being creative and innovative, promoting teamwork, and working in partnership with our customers and stakeholders.

Respect

We foster an environment of mutual respect and open and honest communications. We conduct ourselves with pride and hold ourselves accountable in the performance of our mission.

DO WHAT'S RIGHT !



Family Symposium

